

UNITED REPUBLIC OF TANZANIA



**PRESIDENT OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



**MAKETE DISTRICT COUNCIL
STRATEGIC PLAN**

2016/2017-2020/2021

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Executive Summary

Based on the Act of establishment the Local Governments Act No. 7 of 1982, Makete District Council is given a wide-range of functions that include: To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, to promote the social welfare and economic well-being of all persons within its area of jurisdiction; subject to the national policy and plans for the rural and urban development, to further the social and economic development of its area of jurisdiction. The five Years Strategic Plan is a road map to lead the council from where it is now to where it would like to be in five years to come. It defines the future direction of the council for the period of 2016/17 – 2020/21 by setting vision of providing quality Socio-economic Services to achieve Sustainable Development of the Community by 2025. The mission of providing quality Socio-economic Services to community through proper utilization of resources for sustainable development. The plan also has nine strategic objectives that shall be realised through specific targets measured through respective performance indicators. The plan preparation process based on a systematic assessment of the existing situation and developed through participatory process involving all key stakeholders. The strategic plan document is divided into Five Chapters. Chapter One presents background information of the district. Chapter Two presents the situational analysis of the district where a methodical diagnosis of the internal and external environments coherent to the district was done. Chapter Three presents the Strength, Weaknesses, Opportunities and Challenges (SWOC) Analysis that aimed at making effective utilisation of District's internal strength and opportunities to address the existing external weaknesses and challenges facing the Council. The chapter also winds up with Stakeholders Analysis and Risks Management. Chapter Four presents the vision, mission, strategic objectives, core values, key targets, strategies and performance indicators. Chapter Five presents implementation, monitoring, evaluation, review frameworks and assumptions. The successfully implementation of the plan is guided by six fundamental ethical frame of reference which are: integrity, good governance, quality services delivery, accountability, commitment and responsibility, community participatory and adhering to sustainable development.

LIST OF ABBREVIATIONS AND ACRONYM

DED	District Executive Director
LGRP	Local Government Reform Programme
GDP	Gross Domestic Product
HCNIS	Management of Human Capital Information System
WEO	Ward Executive Officer
VEO	Village Executive Officer
SACCOS	Savings and Credit Cooperative Society
AMCOS	Agricultural Marketing Co-operative Societies
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immune Deficiency Syndrome
TAD	Transboundary Diseases
CWT	Chama cha Walimu Tanzania
NGOs	Non Governmental Organisations
FGM	Female Genital Mutilation
RAS	Regional Administrative Secretary
PMO-RALG	Prime Minister's Office Regional Administration and Local Government
NECTA	National Education Council of Tanzania
MOEVT	Ministry of Education and Vocational training
DEO	District Education Officer
COBET	Complementary Basic Education in Tanzania
ICBAE	Integrated Community Based Adult Education
UMITASHUMTA	Mashindano ya Umojawa Michezo Taalumakwa Shuleza Msingi Tanzania
SHIMSEMITA	Shirikisho la Michezo la Serikaliza Mtaa Tanzania
MVC	Most Vulnerable Children
PLHIV	People Living with Human Immunodeficiency Virus Infection
DCDO	District Community Development Officer
SWO	Social Welfare Officer
SWOC	Strength Weakness Opportunities and Challenges
LAAM	Local Authorities Accounting Manual
LAFM	Local Authorities Financial Memorandum
LLG	Lower Level Grants
WTO	World Trade Organization
TRA	Tanzania Revenue Authority
ICTR	Information Communication Technologies and Relation
TTCL	Tanzania Telecommunication Company Limited
HF	Health Facilities
FBO	Faith Based Organisations
PPP	Private Public Partnership
FDI	Foreign Direct Investment
SEZ	Special Economic Zone
SDG	Sustainable Development Goals
FYDP II	Five Years Development Plan II
BRN	Big Result Now

LDDC	Least Developed Developing Country status
NSGRP	National Growth and Reduction of Poverty
OGP	Open Government Partnership
SME	Small and Medium Enterprise
MDG	Millennium Development Goals
UN	United Nations

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STATEMENT OF THE COUNCIL CHAIRPERSON

Makete District Council has successfully prepared the comprehensive strategic plan for 5 years 2016/17-2020/21. The Strategic Plan preparation has been participatory due to majority stakeholders participated and or involved from the preliminary stage of the exercise. The invaluable contribution from the stakeholders has led to completion of this wonderful work.

The five year strategic plan provides an image of future direction of a council. It highlights the key strategic Objectives to be achieved for a period of 5 years so as to meet the set vision and mission envisaged to serve the community in Makete district Council.

In order to meet the set vision and mission every stakeholder has a great role to play in the process of executing this good plan. Everyone has considered being very important, therefore every stakeholder should observe how best he can justify his/her importance in realization of the council results.

Development is a process, due to scarce resources the plan will not be implemented thoroughly throughout the district at par, but few alternatives will be selected yearly for efficiency and effective execution of the set targets and activities. Therefore strategically allocation of available resources, honest and stewardship by all concerned stakeholders will drive our council to an expected future. Self-commitment, diligent, good governance, Responsibility and Accountability employed by all stakeholders is the fundamental of success in realization of this plan.

This plan focuses on serving the Makete community regardless their color, tribe, religion and political ideologies. We need to work together and promote unit among the community members throughout the district without discrimination

I therefore urge and encourage all stakeholders (Political leaders in particular), to be committed, working in conjunction with council staff, in sensitizing and harmonizing community (where needed) to participate fully in the process of executing various activities for realization of predetermined Objectives and Targets thereafter vision and mission realization.

The set Strategic Objectives and their respective Strategic Targets are affordable and implementable, let us diligently work together.

Hon. Ignatio Mtawa
DISTRICT COUNCIL CHAIRPERSON
MAKETE

STATEMENT OF THE COUNCIL DIRECTOR

Makete District Council envisages providing quality social economic services to the people for sustainable development by the year 2025. To achieve this goal the council has prepared the five year strategic plan covering the period from 2016/17-2020/21 in which socio – economic problems identified by various stakeholders in a participatory manner have been considered. However, the successful implementation of the Strategic plan depends on the predetermined main six fundamental ethical frames of reference namely: integrity, good governance, quality services delivery, accountability, commitment and responsibility, community participatory and adhering to sustainable development.

The plan in-depth foresees the direction of the council for the period of 2016/17 – 2020/21 guided by the set remarkable vision intend to provide quality Socio-economic Services to achieve Sustainable Development of the Community by 2025. Our Council mission is providing quality Socio-economic Services to community through proper utilization of resources for sustainable development. The vision and mission is hereby being achieved by the prepared nine Strategic Objectives which shall be realized vide specific targets which will be measured through respective performance indicators. The set Strategic Objectives are as follows;

- Services improved and HIV/AIDS infections reduced
- Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- Access, quality and equitable social service delivery improved
- Quantity and quality of economic services and infrastructure improved
- Good governance and administrative services enhanced
- Social welfare, gender and community empowerment improved
- Emergence preparedness and disaster management improved
- Management of natural resources and environment improved
- Information and communication Technology improved

This plan has been prepared in consideration with National development vision 2025, Millenium Development Goals, National strategy for growth and reduction of Poverty (MKUKUTA), The Ruling Party Manifesto, Sectoral policies and village plans (O&OD).

Provided we are encountered by limited resources, the principle of choosing best alternative usable for available few resources will be adhered. Prioritized options by the community in question are highly considered in this plan. In this regard Makete district council medium term and budget for the period of 5 years from 2016/17 – 2020/21 will be prepared in an environment of limited resources versus unlimited needs.

It is therefore my pleasure to call upon all stakeholders to adhere on our prescribed core values to come up with remarkable execution of the plan.

Francis E.Namaumbo
DISTRICT EXECUTIVE DIRECTOR
MAKETE

CHAPTER ONE

BACKGROUND INFORMATION OF THE DISTRICT

1.1 Introduction

Makete District Council was established in 1984 after a series of landmarks that led to the enacting of Local Governments Act No. 7 (District Authorities) of 1982. It is one of six districts comprising of the newly established Njombe region. The council is given wide-ranging functions include: To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, to promote the social welfare and economic well-being of all persons within its area of jurisdiction; subject to the national policy and plans for the rural and urban development, to further the social and economic development of its area of jurisdiction. The five Years Strategic Plan of the Council defines the future direction of the council for the period of 2016/17 – 2020/21 by setting vision, mission, objectives, targets, strategies and performance indicator to realize the set Targets thus realization of the Council vision. It is based on a systematic assessment of the existing situation and was developed through participatory process involving all key stakeholders.

1.2 Geographical Location, Size and Land area

Makete district is located at the extreme Western part of Njombe region, about 110 km. from the Regional Headquarters. It also lies adjacent to the Northern shores of lake Nyasa, separated by a steep escarpment, stretches slowly into the lower and flatter lands of Njombe district on the Eastern side. The district lies between 08°45' and 09°40' South of Equator and between 33°85' and 34°30' East of Greenwich, covering a total surface area of 5,800 sq. km. The district is bordered with Njombe district in the East, Wanging'ombe in the North East, Mbarali district and Mbeya Rural on the north, Ludewa and Lake Nyasa on the south, while Rungwe district on the Western side of the district.

1.3 Climate

The climatic condition of the district is largely a function of altitude, there are two climatic zones commonly known as low- and highland regions. The lowlands are relatively small land area, which lies on the foot of Chimala escarpment to the North East side of the district. The area is at the altitude of between 900 – 1500 meters above sea level with its average temperatures at high twenties in degree Celsius. Rainfall ranges between 500mm and 800mm per annum.

The highlands are a high lying region with huge valleys and undulating mountains. The zone is found at the altitude of between 1500 – 3000m above see level. Annual temperature range is from 4 to 20 degrees Celsius with average rainfall at 1300mm.

1.4 Land Area, Land Use Pattern and Administrative Units

Makete district has a total land area of 5,800 sq. kms, but mostly mountainous with steep hills, ridges, valleys and escarpments. The arable land available for agricultural production is only 4,195 sq.kms. Out of the arable land (4,195 sq.kms) in the district, only 371 sq. km. is actually cultivated annually, living 3,824

sq. kms. lying idle due to the fact that either the soil is infertile or is used for grazing or is edges and river beds or belongs to investors (e.g. Ibagá farm and Kitulo Game Reserve).

Administratively, Makete district is divided into 6 divisions and 23 wards with a total of 93 villages distributed unevenly and 28 hamlets of Iwawa Town Authority. Ikuwo division covers about 21 percent of total land area of the district, followed by Ukwama and Lupalilo divisions accounting for 20 percent, respectively. Bulongwa division has the smallest land area in the district covering only 9 percent, followed by Magoma division 11 percent and finally Matamba division with 18 percent.

1.5 Vegetation and Topography

1.5.1 Natural Vegetation

Apart from altitude factors the vegetation types found in Makete mainly is also influenced by soil types. There is a fairly broad vegetation zones, which include: Savannah wooded grassland, miombowoodland and the grassland. The land scape is full of large and magnificent mountain ridges and valleys. That has created conducive tourism attractions of: Kimani waterfalls, Mpanga-Kipengere Game reserve, Kitulo (plateau) National Park which is unique from other National Parks in the Country for having no wild animals.

1.6 Ethnic Groups

The District has two main ethnic groups namely: Wakinga and Wawanji, of which about 98 percent are Christians. The Wawanji occupy the Northern part of the District, while the Wakinga occupy most part of the district. Moreover, within the Wakinga tribe, there are sub-ethnic groups called Wamahanji and Wamagoma. In addition to that, the district is also occupied by small groups of Wanyakyusa and Wasangu in Mfumbi and Kigulu wards.

1.7 Population Size and Growth

In the Population Census of 2012, the Administration distribution changed from the earlier 17 Wards to 22 wards. These wards emerged from; Iwawa (Isapulano), Bulongwa (Luwumbu), Ikuwo (Kigala), Lupalilo (Tandala) and Mondwe (Itundu). However, currently there is an increase of 1 ward split from Matamba ward which is Kinyika Ward. Kinyika ward is not included in this population distribution because it emerged after the 2012 Population and Housing Census. It consist of 3 Villages, therefore by splitting it from Matamba ward Population at Matamba ward will be reduced as per Villages comprises Kinyika Ward. The Council contemporarily has 23 wards.

Table 1: The 2012 Population Census Distribution by Ward, Makete District

S/N	Ward	Both Sexes	Male	Female	Number of Households	Average Household Size	Sex Ratio
1	Lupalilo	4,527	1,993	2,534	1,291	3.5	79
2	Iwawa	10,176	4,697	5,479	2,810	3.6	86
3	Mang'oto	3,781	1,706	2,075	1,049	3.6	82
4	Lupila	5,004	2,255	2,749	1,360	3.7	82

SN	Ward	Both Sexes	Male	Female	Number of Households	Average Household Size	Sex Ratio
5	Ukwama	3,529	1,616	1,913	987	3.6	84
6	Bulongwa	3,824	1,708	2,116	1,022	3.7	81
7	Kipagilo	3,913	1,801	2,112	1,134	3.5	85
8	Iniho	3,720	1,781	1,939	971	3.8	92
9	Ipelele	4,890	2,348	2,542	1,324	3.7	92
10	Kigulu	918	432	486	199	4.6	89
11	Matamba	10,441	4,952	5,489	2,892	3.6	90
12	Mondwe	3,937	1,893	2,044	1,086	3.6	93
13	Kitulo	3,469	1,679	1,790	880	3.9	94
14	Ikuwo	3,648	1,755	1,893	917	4	93
15	Mfumbi	4,718	2,242	2,476	1,253	3.8	91
16	Ipepo	5,020	2,328	2,692	1,325	3.8	86
17	Mbalatse	2,952	1,319	1,633	770	3.8	81
18	Tandala	5,933	2,794	3,139	1,283	4.6	89
19	Luwumbu	2,240	1,044	1,196	655	3.4	87
20	Isapulano	3,191	1,534	1,657	848	3.8	93
21	Kigala	3,022	1,391	1,631	723	4.2	85
22	Itundu	4,413	2,032	2,381	1,178	3.7	85
	Total	97,266	45,300	51,966	25,957	3.3	

Source: URT,2012

1.8 Approach and Strategic Planning Process

The preparation of Makete District Council's strategic plan involved participatory approach focusing on collaboration and ownership. The process involved conducting service delivery survey where comprehensive data on community accessibility to social services and satisfaction level were collected, analysed and disseminated for strategic decision making. The objective of the survey was to assess the performance of the council in delivering services to the community. Specifically, the service delivery survey intended to understand the community's perceptions, experiences and expectations from the council. The major issues were focussed at what do they expect from the council? What has the council actually delivered to them? What are they satisfied with (and why)? What are they dissatisfied with (and why)? What problems do they face in accessing services? Which areas the council should improve and how can the council improve in rendering services to the community? .These information provided a base for visioning the desired future of the council.

Moreover, the process of preparing strategic plan involved the Management team of the District council, Head of departments and sections and other stakeholders. In building the capacity of the council's staff threedaysworkshop was conducted to provide training on strategic planning process. The training

commenced on 11th May to 13th 2015. The training aimed at building the capacity to all staff and management team to become knowledgeable on strategic planning process such that in future the council could use its own human resource in reviewing the strategic plan. The plan has taken into account the Tanzania Vision 2025, Tanzania Five Years Development Plan 2015/2016-2020/2021, the Big Result Now Initiatives and the respective sectoral policies.

CHAPTER TWO

SITUATIONAL ANALYSIS OF THE DISTRICT

2.1 Introduction

The situational analysis of the district council involved a methodical diagnosis of the internal and external environments which are coherent to the district. The internal environmental scan involved the comprehensive data collection, analysis and presentation. The analysis provides critical situation of all sectors in the district, the contemporary capacity (performance) in service delivery and issues of major concern affecting the sectors. The process involved collection of comprehensive information and critical analysis where a district had a hard look at itself on where it came from, where is it now, where it is going and what are its choices for the future development of its community members in the next five years. Analysis of external environmental scan involved an overview of National policies, National Visions, National strategies and National initiatives. It also involved International targets and different conventions. The chapter ends up with the analytical Strengths, Weaknesses, Opportunities, Challenges and stakeholders analysis report.

2.2 Internal Environmental Scan

2.2.1 Human Resource and Administration

The Human Resource and Administration department is the main implementer of public management and employment policy of (1999), especially at this point when the government has decided to take strong measures to improve management performance in the delivery of services to the public and to productive organization. Human Resource department has 164 staff at out of 178 staff required. Therefore, there is a shortage of 14 staff at head quarter and lower levels. General requirement of staff in the District currently is 2279 while available staff is 1959. Due to extension of services such as health and education services, in the next five years staff requirement in the District is estimated to be 3278 which lead to a shortage of 1319 staff. The district in collaboration with the central government continued to recruit staff in various departments so as to reduce the staff shortages in the district especially in sectors of Education, health, roads, water, Agriculture, Natural resource and other sectors.

Currently the department has been allocated eleven rooms for offices and one hall. The rooms do not suffice the requirement, they are too congested to meet amenity. The department has 5 desk top computers, 3 printers and 2 scanners. There are 39 chairs, whereby one need maintenance and 32 tables which are not enough for departmental requirements. There are no Lap top Computers, office scientific calculator which are essential tools for office use. However, the office lacks Projector for various uses.

2.2.1.1 Service Delivery Status

The department has various advantages that enable smooth operation of its responsibilities. Some of them include the 23 elected councillors, 7 special seat councillors and 1 Member of Parliament. All 23 wards have elected councillors in the district. The statutory meeting held at the district and ward level is 100%. The council has prepared training policy and motivation policy aimed at providing guidelines on training and motivation issues. Moreover, the council has various standing committees for integrity and other sectoral

issues like water, education, health, economic activities and finance committees. In case of various shortcomings present the issue of 9 ward buildings (offices) out of 23, 1 village building (office) in the district with a shortage of 14 Ward and 92 village offices and poor performance in the village level are some of the barrier for good performance of the department. Again, few offices we have, inadequate rescue equipment and few suggestion boxes are the barrier for good performance of the department. Also the available anti-corruption strategy needs to be updated for effective implementation.

Table 2: Service Delivery Performance Review Report

Type of Service	Satisfied		Not Satisfied		Don't Know	
	Respondents	%	Respondents	%	Respondents	%
Customer care	323	64.6	174	34.8	3	.6
Directive to workers at lower level	278	55.6	213	42.6	9	1.8
Training to wards, Villages and Hamlet leaders	233	46.6	259	51.8	8	1.6
Transparent on Job vacancies advertisement	301	60.2	197	39.4	2	.4
Heritage services to penurious	191	38.2	296	59.2	13	2.6
Various grievances desk	192	38.4	296	59.2	12	2.4
Education to community on different Laws	286	57.2	209	41.8	5	1.0

Source: Council service delivery survey March, 2016

Table 2 indicates well serviced areas and poorly performed areas due to assessment by communities' level of satisfaction. It also depicts altitudes and the way clients who have been receiving services feel. The sector has performed well on the area of Customer care which scored 64.6%. The areas which performed poorly were Heritage Services to Penurious (38.2%) and Various Grievances Desk (38.4%) due to the fact that people are not well educated on how the two areas operate. The department needs to put effort to rectify the problem by educating the community on the use Various Grievances Desk and its advantages. However the department needs improve Heritage Services to Penurious through equal treatment implementation.

2.2.2 Agriculture, Irrigation and Cooperatives

Agriculture is the main occupation in Makete District. As said earlier it employs about 92% of the residents in the district. The arable land suitable for growing crops is about 419,500 ha while the area under cultivation is estimated to be 33,788 ha and 6,750 Ha for food and cash crops respectively. The estimated total tons of food and cash crops produced in year 2014/2015 were 170,000 and 6000tons respectively. The estimated potential area for irrigation is 1050 hectares but only 340 hectares is under irrigation.

The department has succeeded to meet some of the predetermined Objectives and Targets by executing different activities at district level and at lower (Village) level. These include; plant and Crop protection extension services, provision of agricultural equipment and inputs, Agricultural extension advice to farmers, training for farmers, Information on Markets and Prices, construction of ware houses, markets, rehabilitation of rural roads and procurement of motorcycles for extension staff. Other activities carried on include recruitment of new staffs in conjunction of Human Resources Office; ensure availability of agricultural staffs in all wards and some of villages, establishment of demo plots and Farmer field Schools and making efforts to retain the recruited staffs. Total number of Agricultural Staff in the District is 87 where by 4 staffs are agriculture officers, 26 are agriculture field officer II, 57 agriculture field officer III and 4 cooperatives staffs.

However, current situation of human resource in the department has been shown in Table 2, whereby available resource, need and deficit have been well indicated.

Table 3: Staffing in Agriculture Sector

Category	Needed	Available	Shortage
Agriculture Officer	8	4	4
Agriculture Field Officer II	35	26	9
Agriculture Field Officer III Officer	98	57	41
Total	141	87	54

Source: Makete District Council, Agricultural Department, 2016

2.2.2.1 Physical Infrastructure

Contemporarily, Agriculture department has managed to construct different 42 agricultural infrastructures which include 8 markets, 8 ware houses, 2 roads, 3 farmer centers, 2 irrigation schemes and 20 houses which are allocated to various areas in the district.

Table 4: Agriculture Infrastructure in the District

Type	Needed	Present	Deficit
Markets	15	8	7
Bridges	20	8	12
Rural Roads	1	10	9
Irrigation Schemes	10	2	8
House	40	20	20
Farmer centers	23	2	21

Source: Makete District Council, Agricultural Department, 2016

Moreover, Makete district Council under Agriculture Sector envisaged great investment in the areas: Irrigation Schemes, Processing Industries (Wheat, Juice) and construction of Market Centres. Upon realization of those projects the community in Makete will be ensured of the reliable economic activities.

2.2.2.2 Farm Implements, Equipment and Machinery

The District Council has 5 tractors, 38 power tillers, 19 motorcycles and 5 processing machines. However, there are 6 computers, 4 printers, 1 modem and 2 photocopier machine which are used as office working facilities. However besides having these equipment there is a need of procuring more in order to increase the production of various products. There is a challenge of poor knowledge to farmers on how to manage tractors and other machines.

Table 5: Agriculture Implements, Equipment and Machinery

Type	Needed	Present	Deficit
Tractors	12	5	7
Power tiller	60	38	22
Motorcycle	50	19	31
Processing machines	20	5	15
Computer	15	5	10
Printer	5	4	1
Photocopier machine	2	2	0

Source: Makete District Council, Agricultural Department, 2016

2.2.2.3 Agricultural Produces

Makete District have fertile land which is suitable for growing different kinds of crops, the crop grown includes maize, rice, round potato, beans, garden peas, pyrethrum, coffee, sunflower, fruit, vegetables and many others. Different types of crop and the area which is under cultivation is as indicated in table 6.

Table 6: Major crops, area which is cultivated and production in 2014/2015

No.	Type of crop	Area under cultivation (ha)	Tons produced
1	Maize	9700	30,212
2	Rice	465	1162
3	Round potatoes	11827	128,370
4	Beans	5092	2546
5	Garden Peas	1106	553
6	Pyrethrum	125	879
7	Coffee	3	2
8	Sunflower	292	146
9	Fruit and vegetable	2821	5484
10	Wheat	7964	8080

Source: Makete District Council, Agricultural Department, 2016

However, in the financial year 2015/2016 the Council experienced an abnormal event whereby round Potatoes crop has been destructed due to climatic change. There has occurred early and late blight disease which led to more than 6,000 tons of Potatoes destructed. Different measures have been and are taken to rescue the situation.

2.2.2.5 Promotion of Apples Production

Makete District farmers for many years have been depending on Pyrethrum as a solely cash crop for income earning. It has been cultivated almost throughout the district. Coffee, Sunflowers have been rarely cultivated in few Villages. Due to unreliable market of Pyrethrum as a cash crop majority abandoned engaging in the cultivation of the crop in question and rest farmers without reliable cash crop. Due to this situation the district has planned to establish and or promote apples production as an alternative cash crop. Deliberate efforts have made to sensitize community to engage in production of apples to widen their economic opportunities. To start with the district has already made a survey and decided to commence with 12 wards in which 24 Villages will be included. In achieving this program, TAHA and MIVARF have contributed at large in providing training to farmers and extension staff (TAHA) and establishment/construction of cold room for storing Fruits (Apples in particular) at Kipagalo Ward (Madihani Village). The cold room construction has been planned to start in the Financial 2016/2017. Prior to construction of cold, MIVARF has facilitated the construction of road joining Kipagalo and Inihoni ward which is 20 Kilometres long worth Tsh. 926,720,000.00. The project has been implanted in 2015/2016.

2.2.3 Water

Water department is among the core organ for the survival of Makete District Council. The department was established with core functions of providing clean and safe water through designing, constructing and supervising water projects, conservation of water catchment areas and facilitate formulation of Community Owned Water Supply Organization (COWSO). The other function of the department is promoting sanitation, hygiene and HIV/AIDS mitigation and prevention. The department has 13 staffs including 3 Engineers, 5 Principle Technicians and 4 Technicians. The total requirement of staff under water department is 23 in

different levels. Currently there are only 13 staff with different levels of education. The department still need 10 staff to meet requirements. These requirements include both Rural Water and Urban water specialist.

For the past 5 years the council through Water Sector Development Programme (WSDP I & II) which was financed by World Bank, the district managed to construct projects in 10 villages which were Matamba, Ubiluko, Ikungula, Mbela, Mbalatse, Makwaranga, Mondwe, Ng'onde, Kinyika and Mpangala. Also managed to construct 10 water projects which were under BRN program which include Masisiwe, Ipelele, Ujuni, Ivilikinge, Ikovo, Igenge, Lugoda, Ilolo, Tandala, Ikuwo, Usililo/Lugao, Usalimwani/Mfumbi, Ihangala and Kigulu.

The Makete district council currently is executing four water projects which are under Water Sector Development Programme Phase II (WSDP II), these are Matamba, Mondwe, Mbalatse and Ng'onde. The ongoing projects under BRN programme are Ihangala and Usalimwani/Mfumbi. These projects are at final stages. On its completion, the projects will improve water service delivery to the community and boost the coverage on accessibility of clean and safe water. The coverage of constructed facility on primary school is 63%. Rural water department in collaboration with other sectors has a major role in promoting sanitation and hygiene campaign in schools. This role enhance proper utilization of improved toilets and hand wash facility in primary schools, proper management of sewerage and education on sanitation practice to community.

Facilitation on formulation of Community owned water supply organization and water user groups is another area which department is highly focusing. For the newly constructed projects we facilitate the registration of community based groups and committees with the aiming of owning, managing and proper utilization of project infrastructures, we also enhance activation of dormant village water committees on old projects. Up to now we have managed to register eight communities owned water supply project (COWSO). The ongoing activity is registration of another fourteen (14) COWSOs on various villages. The currently coverage of accessibility of clean and safe water is 53.9%. The Department currently has a major task to ensure supply of reliable water service to newly formed villages of Kimani and Ruaha, and rehabilitation of the old projects which due to deterioration and an increase in population of water users has impacted water service delivery in areas of Magoma and Bulongwa water scheme, Lupila, Igumbilo, Mago, Lupalilo, kijombo, Ikuwo, Mengu and Matenga. The main challenge hampering smooth run and implementation of the planned projects is financial constraints. For example; In the Financial 2015/2016 the department estimated to receive over Tsh. 2.4 Billion. However, up to May 2016 only Tsh. 184,000,000.00 have been received.

2.2.3.1 Service Delivery Survey Report in Water Sector

According to Service delivery Performance Report conducted on March 2016 which directly seek opinion from the community member who have been receiving water services useful information have been obtained. The level of satisfaction at different components has been indicated in table 7.

Table 7: Opinion of the community on the level of Satisfaction with Water Services

No	Type of Service	Satisfied		Not Satisfied		Don't Know	
		Respondents	%	Respondents	%	Respondents	%
1	Water accessibility	339	67.8	160	32.0	1	.2
2	Clean and safe water distribution at Village level	298	59.6	201	40.2	1	.2
3	Water services monthly payment	155	31.0	326	65.2	19	3.8

4	Water leakage management	222	44.4	272	54.4	6	1.2
5	At house water installation services	306	61.2	191	38.2	3	.6
6	The use of water meter	154	30.8	321	64.2	25	5.0
7	Rehabilitation of water sources	228	45.8	260	52.0	11	2.2

Source: Makete DC Service Delivery Survey March, 2016

Table 7 indicates level of community satisfaction on different services provided by Water Sector. Under the survey 7 service areas were visited from which 3 area scored above 50% while 4 areas/components scored under 50%. Water accessibility satisfied the users by 67.8% while distribution of clean and safe water at Village level scored 59.6%. the least scores with their percentage of level of satisfaction in Parenthesis are; water service Monthly payment (31%) and the use of water meter (30.8%). This shows that the department has performed low in water services Monthly charges, rehabilitation of water sources, water leakage management and the use of water meters. This calls great attention for the department to improve services at the respective areas.

2.2.4 Land and Natural Resources

Makete district is one of the few districts endowed with abundance of natural resources. Almost 60% of the area is protected both as forest and game reserve as well. It is estimated that 3.54% (1,684 sq.km) is water bodies in which fish species varieties are found.

2.2.4.1 Forest Resources

Forest in Makete District is dividing into two: plantation forest and natural forest. The natural forests are divided into National forest reserve, village forest reserve and traditional forest. The forest of Makete is a catchments area for the Nyasa and Rufiji basin as it collects store and release water to downstream which is important for number of inhabitant along the great Ruaha River for various uses. Makete District owns two forests plantation namely, Nhungu forest plantation which have an area of 166.5 ha. The main trees species that have been planted are Eucalyptus saligna, Pinuspatula and cupressislustanica which have reach rotation age. The second one is Iwawa forest plantation which occupies an area of about 103 ha. The main species which have been planted includes Pinuspatula and cupressislustanica. The improved hectors of council forest is 85 out of 269.05 ha. Makete District forests offers products like soft wood timber, fire wood, building poles, medicine plants, edible fruit, shade and protection of ground water course, beehives and fencing materials.

On staffing, forest sector according to geographical boundaries requires 8 staffs (*One forest staff each division and other 2 forest staff in LGA*) from which only 3 staffs were employed. There is still a deficit of 5 forest staffs.

2.2.4.2 Tourism Attractions

Currently, Tourism sector in Makete District is not doing well even though there are many Tourism attractions within the District. Few numbers of Tourists who visit our tourism attractions are not well known due to communication barriers among Tourist stakeholders. Land scape, Variety of indigenous flowers, Kimaniwaterfalls, Migratory and resident birds on the areas. Safe and strongly build traditional of the people around the plateau. High altitude and mountain climate, Kitulo National Park, Mpangakipengere Game Reserve, Matamba - Chimala road having 7km with 57 corners, Foot path from Bulongwa (Makete) to Lake Nyasa shore – Matema beach (Kyela), (*However, there is no Statistics of Tourists who visit in the identified*

attractions). Contemporary situation of staffing in tourism sector is discouraging, there is only one tourism officer leaving tourism sector with deficit of 5 staffs. For sake of improving efficient and effectiveness staffing status should be improved.

On issues related with game reserves, Makete District is responsible for conservation of wildlife outside National Parks, Game Reserves, and National Conservation Areas while on the other hand protecting people's lives and properties from dangerous and destructive wild animal. There are some protected areas found at the district. Those areas includes: Ndukunduku, Ipuji and Madihani forests meanwhile there is no rangeland available within our district. Makete District doesn't provide some services like hunting and trading in wildlife sector rather it offers only protection of biodiversity at identified and unidentified areas. Totally, in this field there is no even a single staff for game to execute and implement strategies, policies and game and wildlife law for the benefit of Makete people and their future generation. The required number of staff is 7, hence there is deficit of 7 staff.

2.2.4.3 Land Development and Urban Planning

Currently, the land development and urban planning implement projects through support from donors and individual's support. There are 246 title deeds delivered to plot owners for the year 2015/2016, while 42 customary certificates right of occupancy was also distributed and 20 villages with land use plans. However, despite such success, Makete District Council faces deficit of staffs in Land development and urban planning as indicated in table 8.

Table 8: Staff Establishment

No.	Description	Required	Available	Deficit
1	Town Planners	2	1	1
2	Valuer	1	0	1
3	Land officer	1	1	0
4	Assistant Land officers	1	0	1
5	Land Technician	2	1	1
	Total	6	3	4

Source: Makete District Council, Land and Natural Resource Department, 2016

2.2.4.4 Service Delivery Performance Review Report

Following the service delivery survey conducted on March, 2016 by Makete district Council revealed various levels of service satisfaction from the community in question. The report unveiled suitable and useful information for various departments (Land and Natural Resources in Particular), to improve their service provision by underlying new strategies to reach community's taste. The level of satisfaction under this service area is as shown in table 8.

Table 9: Service delivery Satisfaction Level by services users

S/N	Type of Service	Satisfied		Not Satisfied		Don't Know	
		Respondents	%	Respondents	%	Respondents	%
1	Allocation of plots	106	21.2	388	77.6	6	1.2
2	Land tenure certificate provision to community members	102	20.4	390	78.0	8	1.6
3	Farms/Fields mapping	82	16.4	408	81.6	10	2.0
4	Education of Title deed importance	127	25.4	368	73.6	5	1.0
5	Time bound to access title deed	100	20.0	379	75.8	21	4.2

6	Education on Land zoning	243	48.6	248	49.6	9	1.8
7	Land use plan at Village level	213	42.6	272	54.4	15	3.0

Source: *Makete DC Service Delivery Survey, 2016*

Table 8 shows reflection of the community members who have been receiving services over periods. In general community satisfaction on services provided by the Sector falls under 50% in all components. This then calls for a department to employ conscious and deliberate efforts to nourish the services to unveiled components.

2.2.5 Primary Education

Primary Education Department is composed of three units namely Academic Unit, Statistics and Logistics Unit, and Adult Education Unit which also has sub units in it. All these units are under the head of department the District Education Officer (DEO). The district has a total of 101 Primary Schools of which 100 schools are publicly owned and 1 school is privately owned. In 2016 the total number of 19,351 pupils enrolled in primary schools, whereby 9,576 are girls and 9,775 are boys. The total pupils enrolled in pre-primary education are 4,136 pupils, making a total number of 23,487 pupils both in primary and pre-primary education in the district. With respect to staffing, the department has the head of department, 3 Academic Officers (DAO), 3 Statistics and Logistics Officers (SLO), and 4 Adult Education Officers (DAEO).

The department has succeeded to meet some of the predetermined Objectives and Targets by executing different activities at district level and at lower (Village) level. These include; construction of classrooms, Teachers houses, modern toilets and making desks. Other activities carried on include recruitment of new teachers in collaboration with Human Resources Office; ensure availability of teaching and learning materials and making efforts to retain the recruited staffs. However, current situation in the department has been shown in Table 10, whereby status in Infrastructure and other key result areas of education services have been well indicated.

Table 10: Status of key result areas of education services

Type of Service	Current Level	Required Level	Surplus/ Deficit	Performance %
Pre - Pupils enrolment 2016	4136	3176	3406	121%
Pre-primary classrooms 2016	17	166	(149)	10%
Primary pupils enrollment 2016	3408	2872	(0)	118.6%
Pupils completed std VII 2015	1612	1619	(7)	99.5%
Pre-primary teachers 2016	15	166	(151)	9%
Pupils selected to join Form I 2016	1348	1348	(0)	100%
Teachers Establishment 2016	667	815	(148)	81.5%
Primary school classrooms 2016	648	815	(167)	79.5%
Teachers Houses 2016	430	700	(230)	64%
Desks 2016	10241	10735	(494)	95%
Pit latrines 2016	982	1078	(96)	91%
Shelves 2016	289	773	(484)	37%
Cupboards 2016	213	840	(627)	34%
Tables 2016	741	1173	(432)	63%
Chairs 2016	825	1224	(299)	63%
Adult Education 2016	15	30	(15)	15%
Book pupil ratio 2016	1:3	1:1	(1:2)	

Source: *District Education Office, 2016*

2.2.5.1 Pre - Primary Education

The table 10 shows that only 110% of the required levels of pre-primary pupils have been enrolled in pre schooling. 10% enrolled more compared to the target. This increase is a result of awareness made among communities about enrolling their pupils in pre schooling; where by all primary schools has established pre-primary classes. The required classrooms for pre- primary school are 176 but only 17 classrooms are available equal to 10% of the total requirements, so there is a shortage of 149 classrooms equal to 90%.

2.2.5.2 Physical Infrastructure

As indicated under Table 9 the required primary school classrooms are 815, available classrooms are 648 and there is shortage of 167 classrooms. Also the required classrooms for pre-primary schools are 166 but only 17 classrooms are available, so there is a shortage of 149 classrooms. Community is emphasized to contribute in the establishment of teaching and learning infrastructure, though the concept of free education has not been clearly understood to the community hence poor community contribution to education sector.

The required desks are 10735 but the available desks are 10241 equal to 95% of the total required desks, so there is a shortage of 494 desks equal to 5%. To overcome the challenge of shortage of desks, community involvement in making desks has been one of the solutions in some areas, though some of political arguments in some areas have demoralized community in making desks. However presence of development partners (like NMB, Airtel TZ) has supported education sector by providing desks in some schools.

The total required teacher's houses in primary schools are 700 but only 430 houses are in place equal to 64% of the total required houses, so there is a shortage of 230 houses equal to 36% of the total required houses. Nevertheless, BRN program has supported in construction of teachers' houses, whereby currently in each financial year five houses are planned to be constructed, though community contribution is also highly recommended in completion of the established projects in their respective areas.

The available education Centers are only 15 equal to 50%, but the required Centre are 30, so there is a shortage of 15 Centers equal to 50% of the total required Centers. But still illiteracy rate is high among the communities; this needs an increased awareness people to join in adult education centers, not only to reduce illiteracy but also to establish their economic status through programs that are operated in adult education centers like ICBAE, etc. IPPE program is one of the programs that has been supported by UNICEF as one of council development partners, though government support in adult education establishment is negligible

The required toilets are 1078 but only 982 pit latrines are in place equal to 91% of total requirements. There is a shortage of a 96 pit latrines equal to 9% of the total requirements. UNICEF has supported much in construction of modernized toilets through WASH/SWASH, AMREF and SAWA programs. Sustainability of the established infrastructure is needed in order to maintain them, in some areas; community is less concern in rehabilitation of the destructed infrastructure. Shortage of water in some areas is one of sanctions in establishment of modern Toilets.

The books required in primary schools are 153,412 but there are only 46,144 books equal to 30% of the total requirements with a shortage of 102768 books equal to 70%. All textbooks are procured centrally by the Central government, but books are not supplied in time and few in number compared to needs, also with different publishers in one subject.

2.2.5.3 Number of Teachers

The required number of teachers in primary school is 815 while available teachers are only 667 equal 81.8%, so there is shortage of 148 teachers equal to 18.2%. The department depends to the central government to recruit new teachers, and the department has already submitted special request to employ new teachers. Shortage of funds (funds for transfer of teachers) for even distribution of teachers in all schools, also most of teachers who were employed in late of 1970's are retiring currently, which is also a factor for shortage of teachers, while replacement of retired vacancies are not filled immediately.

2.2.5.4 Service Delivery Performance Review Report

According to the Council service delivery performance review conducted on March, 2016 different level of satisfaction in various components was provided. The council conducted a survey to assess the accessibility and level of satisfaction of key services provided by Makete District Council including Primary Education Sector. The Sample size used was 500 respondents (service users) interviewed. The respondents were asked to comment on the level of accessibility of services delivered and the level of satisfaction of service provided by the Education sector. Table 11 shows community opinion on level of satisfaction of different services rendered under Education Sector.

Table 11: Level of Satisfaction by Service beneficiaries

S/N	Type Of Service	Satisfied		Not Satisfied		Undecided	
		Respondents	%	Respondents	%	Respondents	%
1	Registration of Primary Education	434	86.8	65	13.0	1	0.2
2	Teaching of p/s pupils	360	72.0	140	28.0	0	0
3	Pupils attendants	369	73.8	123	24.6	8	1.6
4	Availability and accessibility of Teachers	174	34.8	324	64.8	2	0.4
5	Adult Education classes	111	22.2	359	71.8	30	6.0
6	Transfer of pupils	229	45.8	210	42.0	16	3.2
7	Availability of Teaching aids	229	71.7	266	53.2	5	1.0
8	End of year pupils progress reports	277	55.4	216	43.2	7	1.4
9	Construction of teachers houses	186	37.2	313	62.6	1	.2
10	Making desks	249	49.8	251	50.2	0	0
11	Construction of p/s class rooms	204	40.8	295	59.0	1	0.2

Source: Council service delivery survey March, 2016

Table 11 indicates level of Satisfaction in Key result areas of Education Services. On pupils' registration in Primary Schools 86.8% of the respondents expressed satisfaction with the services against the dissatisfaction level of 13%. Whereby 0.2% was neither satisfied nor dissatisfied. This then indicates that the standard of service delivery is satisfactory. Generally, 5 components out of 11 scored above 50% of level of satisfaction while 6 scored under 50% adult Education classes being the least.

2.2.6 Secondary Education

Secondary Education has the main functions: to carry out office daily running, to prepare department budget, to promote teachers working morale by ensuring statutory payment allowances; to carry out follow up, monitoring and supervision in all secondary schools concerning with academic issues; to conduct examinations in Form Two's, Form Four's and Form Six; to make follow up, monitoring and supervision of the projects carried by SEDP II; to ensure all secondary schools participate in sports and games in different levels; and to ensure all rights of teachers are observed according to policies.

The district has 19 secondary schools distributed in 17 out of 23 wards whereas 17 are Government Community secondary schools; Ikuwo, Ipelele, Ipepo, Iwawa, Kipagalo, Kitulo, Lupalilo, Lupila, Makete Girls, Mang'oto, Matamba, Mbalatse, Mlondwe Mount Chafukwe, Mwakavuta, Ukwama and Usililo and 2 Non Government secondary schools; Bulongwa and Itamba. Community Government secondary having 4,914 students (Form I – VI) whereas 2,473 are boys equal to 50.33% and 2,441 are girls equal to 49.67% of the total enrollment. 3 Government Community secondary schools; Iwawa, Lupalilo and Mwakavuta do enroll A – Level students in HGL, HKL, HGK, CBG, and EGM Combinations. Currently only Lupalilo secondary schools tender to enrolling A – Level girls students. Mwakavuta secondary school has requested A - Level girl's students to join the school in July 2016. Performance in examinations in all levels drastically has been increasing. Number of teachers, especially in Arts subjects increased to the extent that the District has no shortage.

On staffing in Makete Head Quarter there were 2 staff in 2010/11, 5 staff in 2015/16 and expecting to have 7 staff by 2025. In schools, there were 145 teachers in 2010/11, 450 teachers in 2015/16 and expecting to have 600 teachers by 2025. However, the main challenge is on science and mathematics teachers. The schools had 1 employed non - teaching staff for Mwakavuta secondary school in 2010/11 and 1 non-teaching staff employed in 2015/16. The District is expecting to have 63 employed non-teaching staff by 2025.

The Secondary education sector in Makete headquarter had 1 room in 2010/11, 2 rooms in 2015/16 and expecting to have a new office with 4 rooms by 2025. The office had 1 laptop in 2010/11, 2 laptops, 2 desktops and a printer in 2015/2016 and expecting to have 3 laptop, 2 desktops and 2 printers by 2025. It had 3 tables in 2010/11, 4 tables in 2015/ 16 and expecting to have 5 tables by 2025. There was no departmental car in 2010/11, no car in 2015/2016 and expecting to have 1 car by 2025.

2.2.6.1 Secondary Education Sector Performance

The district had 136 classrooms in 2010/11, while 169 classrooms constructed up to 2015/16 and expecting to have 217 classrooms in 2025. It also had 63 teachers' houses in 2010/11, 104 teachers' houses in 2015/16 and expecting to have 250 teachers' houses by 2025. There were 5308 student tables and chairs in 2010/11, 4,914 student's tables and chairs in 2015/16 and expecting to have 8,119 by 2025. There were 9 hostels in 2010/11, 23 hostels in 2015/2016 and expecting to have 46 hostels by 2025. There were 3 science laboratory in 2010/11, 50 science laboratories in 2015/2016 and expecting to have 63 science laboratories by 2025. In 2010/11, there was no geography laboratory, 1 geography laboratory in 2015/2016 and expecting to have 8 geography laboratories by 2025. In 2010/11, there were no assembly hall, 1 assembly hall in 2015/2016 and expecting to have 21 assembly halls by 2025. In 2010/11, there were no administration block, 5 in 2015/16 administration blocks and expecting to have 21 by 2025. In 2010/11 there were 216 toilets, 272 toilets in 2015/16 and expecting to have 316 by 2025. There was 1 car in 2010/11, 10 cars in 2015/16 and expecting to have 12 cars by 2025. There was no title deed in 2010/11 in secondary schools, no title deeds in 2015/16 and expecting to have 21 title deeds by 2025.

The district had 14 O - Level Government community secondary schools in 2010/11, 17 O - level secondary community secondary schools in 2015/16 and expecting to have 21 O – level Government community secondary schools by 2025. It also had no A- level secondary school in 2010/11, 3 A- level secondary schools in 2015/16 and expecting to have 8 A- level secondary schools by 2025.

In 2010/11, there was no Anti-corruption clubs, 12 Anti-corruption clubs in 2015/16 and expecting to have 21 Anti-corruption clubs by 2025. Also in 2010/11, HIV/AIDS education provided to 14 secondary schools,

17 secondary schools receive HIV/AIDS education in 2015/16 and expecting 21 secondary schools will receive HIV/AIDS education by 2025. In 2010/11, 14 secondary schools undergo Environmental Conservation Education, 17 secondary schools undergo Environmental Conservation Education and expecting 21 secondary schools will undergo Environmental Conservation Education by 2025.

2.2.6.2 Service Delivery Performance Review Report

Makete District Council conduct service delivery Performance review to observe either or not the community are satisfied with the services rendered by the Council through its departments including Secondary Education Sector. The survey conducted on March, 2016. The report depicted some important information useful for planning purposes. The levels of services satisfaction in different areas under Education sector have been well displayed in Table 12.

Table 12: Level of Satisfaction by Service beneficiaries

S/N	Type Of Service	Satisfied		Not Satisfied		Undecided	
		Respondents	%	Respondents	%	Respondents	%
1	Registration of Secondary Education	389	77.8	106	21.2	5	1.0
2	Teaching in Secondary schools	288	57.6	210	42.0	2	.4
3	Construction of Laboratories	277	55.4	222	44.4	1	0.2
4	Transfer of pupils	284	56.8	188	37.6	28	5.6
5	Availability of Teaching aids	207	41.4	284	56.8	9	1.8
6	Students performance	195	39.0	303	60.6	2	.4
7	Construction of teachers houses	225	45.0	274	54.8	1	.2
8	Making desks	248	49.6	251	50.2	1	.2
9	Construction of p/s class rooms	292	58.4	207	41.4	1	.2
10	School Fees	319	63.8	161	32.2	20	4.0
11	Other contributions by students	269	53.8	212	42.4	19	3.8

Source: Council survey Report March, 2016

Table 11 indicates that the department has performed well in registration by 77.8%, School fees (63.8%, construction of classrooms (58.4%) while performed badly in students' performance. In general the Sector has performed well in 7 areas out of 11 areas under survey by more than 50% while other 4 components performed under 50%. Therefore, the report suggests the department to work hard so as to increase level services delivery on the respective areas.

2.2.7 Livestock and Fisheries

Livestock keeping and Aquaculture production (fish farming) are important activities in Makete district. Animals that are mainly found in Makete include cattle, Goats, Lambs, Pigs, Poultry, Donkey Dogs, Cats, Guinea pigs, Turkey, hares ,Horse, Ducks and Goose. Local breeds dominate livestock keeping. Free range grazing system is a common practice among the district peasant families, and is carried out on unimproved pastures. There is inadequate supplementary feeding. Few farmers own large livestock species and few improved species.

Table 13: District livestock by type

No	Type of Animal	Stock size (numbers)
1	Cattle	323,100
2	Goats	27,440
3	Lamb	9000
4	Pigs	16,580
5	Poultry	63,400
6	Donkey	4,208

7	Dogs	5,300
8	Cats	3,021
9	Guinea pigs	50,000
10	Ducks	995
11	Turks	16
12	Hares	2,300
13	Goose	153
14	horse	4

Source: Livestock and Fisheries Department Makete District, 2016

Livestock and fisheries department has a total of only 16 staff members namely: 1 Veterinary Officer, 1 Fisheries Officer, 8 Livestock Field Officer II, and 6 Livestock Field Officer III. The district has no Livestock Officer, Fisheries Field Officer II, and Fisheries Field Officer III. The detailed requirements and deficit is shown in table

Table 14: Staff establishment in livestock and fisheries sector

Type	Required	Available	Deficit
Livestock Officer	4	0	4
Veterinary Officer	2	1	1
Fisheries Officer	4	1	3
Livestock Field Officer II	23	8	15
Fisheries Field Officer II	23	0	23
Livestock Field Officer III	98	6	92
Fisheries Field Officer III	98	0	98
Total	252	16	236

Source: Livestock and Fisheries Department Makete District, 2016

On livestock infrastructures the District has 18 Dip Tanks, 1 Pig Slaughter House, 4 Cattle slaughter House, 2 Livestock Market, 4 Ward Staff House and 23 Bio Gas (Table 15)

Table 15: Livestock infrastructures

Type	Required	Available	Deficit
Dip Tanks	36	18	18
Pig Slaughter House	23	1	22
Cattle slaughter House	23	4	19
Livestock Market	5	2	3
Ward Staff House	23	4	19
Bio Gas	50	23	27

Source: livestock and fisheries department Makete District, 2016

2.2.7.1 Fisheries

Makete have five rivers, which drain water to the part of the catchment. Formally, it was believed that there were no fish in those rivers. In 1960's The Germany stocked trout fish (Salmon Gairdneri) that has been successfully developed and proved to do well in the stocked rivers exist in the District. Subsistence fishing by native living along the river has been reported to be most of the fishing practices done by using local fishing gears especially hook.

Makete District council has no water bodies for free fisheries, hence there is no artists an, commercial fishing that can be offered fishing license and use a modern fishing gears. Rivers stocked with trout fish are indicated in Table 16.

Table 16: The Rivers stocked with trout fish

Division	Name Of River Planted Sacmon Gardner
Matamba	Misi, Mbula, Nyamagoye, Nyelelen, Umbe, Rumaakarya, Ludengeleko, Nkenja.
Bulongwa	Rumakarya, Ilolo
Lupalilo	Rumarya, Nyamaadoweka, Lyanandete, Kilanzi, Lupalilo, Nyamadovela, Iwawa
Magoma	Kavanga, Kivangala, Ipelele
Ukwama	Ijangala

Source: livestock and fisheries department Makete District, 2016

Existence of rivers within the district has stimulated efforts on training community and some governmental institutions on fish farming techniques. This is done as part of the District campaign to promote fish farming within the District. The training went hand in hand with construction of fish ponds and stocking them with fingerlings. Species of (*Aerochromisniloticus* and *Tilapia melonuplura*) tolerate high altitude climate and having characteristic of high growth and high reproductive rate to meet demand of alternative source of protein from other source which is scarce and expensive.

Introduction of fish farming is vital to substantiate development of food source and income earning to the Makete community. Currently, there are 138 fish ponds owned by villages, schools, religion groups and individual persona.

2.2.8 Health

The District Council has 48 health facilities which are divided into 3 hospitals (2 VA and 1 Government owned), 5 Rural Health centers (1 VA and 4 Government owned), 40 Dispensaries (29 Government while 10 are VA and 1 parastatal). Among 48 health facilities in the district, 63% are in good working condition, 31% requires minor rehabilitation, and 6% major rehabilitation. Of 98 villages 51 (52.04%) villages have dispensaries, 4 (17%) wards out of 23 wards have Health Centers.

The council has a functioning Health Service Board (CHSB) and Health Facility Governing Committees (HFGCs) which was re-established in 2013. CHSB and HFGC perform their duties effectively and they conduct their meeting quarterly as per guideline. The sources of fund of department are coming from, UNICEF, CDC, Global Fund, DFID. USAID, MCDGEC, LMU central government, JHIPIEGO, TUNAJALI

The council has a total of 408 health staff of different cadres who are working in 45 health facilities. In current financial year health department have planned to employ 105 number of health workers who will be distributed to those facilities without skilled health workers. Availability of village Health workers at Village level in all villages.

The department have different working tools like 6 dental chairs, 7 extracting set, filling set, ultrasound machine, x ray machine, Ecg machine, Sysmex machine, PIMA machine, Autodave, CD4 machine, operating lamp, Anasthesia machine, patient monitor machine, operating bed, sanction machine, gas cylinder, oxygen machine, computers, fregilators. The council inadequate fund for procurement of the necessary machine like Centrifuge machine and fund for maintenance is not enough.

There is availability of some essential medicine in Health facilities. Also availability of CHF fund, NHIF and cost sharing enables health facilities to procure medicine which are not available at MSD. But delay disbursement of fund from government and other stake holders prohibit procurement of medicine in time hence lead shortage of medicine in health facilities. Also shortage of medicine in Medical store department is the main challenges.

Health sector has 10 vehicles for emergency services, supervision and distribution, 19 motorcycles for transport and communication to dispensaries and health centres. Also the council planned to procure 2 motor cycles each year for hard to reach facilities so as to facilitate easy transport and communication. However 1 vehicle have frequent breakdown, 6 motorcycles are not working. Shortage of fund for maintenance of vehicles and motorcycles are the main challenges hence hinder effective supportive supervision and distribution of medicine and medical equipment.

The council hospital installed NHIF electronic system for identification of NHIF clients and computing treatment cost of NHIF client. This system enables to increase revenue and reduce time for NHIF claims to NHIF office. However the problem of internet cut off is the main problem in achieving the objective. The council planned to install TTCL internet so as to ensure frequent availability of network.

2.2.7 .1 Building and infrastructure

The council has 48 health facilities for provision of health services delivery, 19 staff house. 16 Incinerators, 30 placenta pit. According to Primary health care strategic plan each village must have dispensary and each ward, health centre. Up to now out of 98 villages only 51 villages have got dispensaries and out of 22 wards only 5 have health centers. 104,655 of population are accessed health services within 5 km. The council planning to construct 5 dispensaries and upgrading 2 dispensaries to be Health centers. However low morale of community in construction of health facilities and staff house lead many villages to lack health facilities. Also delay release of fund from the government lead many project not to be accomplished as planned.

The council provide PMTCT services to 39 facilities, Reproductive and child health services, post natal care, ant natal care, family planning, PITC ,immunization, provision of outreach services, MRDT, T B creening, management of SAM and MAM, oral care, Provision of public health education, provision of mosquito net, mass NTD drugs administration, nutrition supplementation and deworming, OPD, IPD, major and minor operation and blood transfusion, availability of treatment guild line and reporting tools, Care and Treatment services in 11 facilities.

2.2.9 Works

Works department is among the departments delivering services to Makete District Council community members. The department has three sections which are road section, building section and mechanical section. The core functions of the department are divided into its sections which are:

Road section is responsible in:

- Preparing Annual Budget for maintenance, rehabilitation and construction of District roads
- Carrying out District road inventory
- Conducting road condition survey
- Preparing drawings and estimates for road works
- Assisting in preparation of Tender Documents
- Supervision of road projects
- Advice the management on issues related to transport services
- Preparing quarterly, annual reports submitted to Councilors Committee, Regional Secretariat and PMORALG

Building Section responsible in:

- Designing and Preparing drawings of government buildings
- Advice community on building construction
- Inspection of building construction activities
- Supervision of government building construction projects
- Assist in preparing building permits for planned areas
- Approving building plan for planned areas
- Advice the management on issues related to buildings

Mechanical Section responsible in:

- Keeping records of Council motor vehicles
- Conduct motor vehicle check up and prepare reports for service and repair
- Conduct minor service of motor vehicle
- Arrange motor vehicle routes
- Coordination of Council motor vehicle for service and repair

Work department the has twenty one staffs whereby five are drivers, one plant Operator, three secretaries. The others are six technicians, one supplies officer, one transport officer and three engineers including the District Engineer. According to staff requirement, the department is lacking Electrical technician, an architect, quantity surveyor and mechanical technician.

2.2.9.1 Working tools, plants and equipments

Currently the works department office is situated in BOMA building with three rooms where one room is for District Engineer and the other two rooms are for technicians and engineers. Due to scarcity of rooms and space the other staffs use to share some facilities like tables and chairs. The office has no waiting space for guests who come to get different services like approval of building plans, building permit, contractors and suppliers who come for engineering consultation and other staffs from other department who come to consult the transport officer and district Engineer. To fulfill its functions the department needs various tools and equipment to accomplish different activities and projects. The department has one old desktop and one laptop computers, two working printer and the third printer need maintenance. The other tools are scanner which is not working due to absence of installation software. The office has nine wooden tables, seven office chairs, one modern chair and two old executive chairs. There are also three cabinets, three book

shelves and one cupboard. The items that the department is lacking GPS for road inventory, three laptops for building, road and mechanical sections, a scanner for office use and reporting.

2.2.9.3 Service delivery Performance Status

Road is a predominant mode of transport in the district and it has a total length of road network of 792 km as follows. Therefore; the department has a great role to ensure road infrastructure networks are well constructed and maintained for smooth transport and transportation throughout the year. Contemporarily, the coverage of road net work.

Table 17: Length of road network by Grade and Type of surface 2013

Grade	Type of Surface (Kms)			
	Tarmac	Gravel	Earth	Total
Trunk	10	0	0	10
Regional	13.2	261.48	0	274.68
District	-	250.1	168.6	418.7
Urban	-	17.47	2.143	19.613
Feeder	-	27.5	285.6	313.1
Total	23.2	556.55	456.343	1036.093

Source: Makete District Engineers Office, 2016

According to Table 17 the council has few km under tarmac roads which lead to poor road infrastructure network within the district leaving gravel and earth roads dominance which in turn results to impassability during the rainy season. Inadequate fund allocated to the department has contributed failure to construction and maintaining roads networks as per predetermined plan. However, few fund for office operation and supervision of community based projects aggravates poor performance of the department for it fails to make follow up and supervision of various projects which are implemented in ward and village level. Another great challenge is late release of fund from Road Fund Board, whereby for the period of last five years the first release of funds was in October the time when rainy season starts. This situation acutely hamper the efforts by the department to timely implement the planned projects/activities because the department is normally rest of only 2 Months for the concerned Financial year. Among other factors, many not completed activities are at large aggravated by late release of fund.

Geographical position of the district and absence of local construction materials like sand and good quality bricks has resulted to high cost of civil and building projects. Currently the sand is transported from Makambako which is sold at high price. In implementing various road projects, the contractors face cost challenges in hiring and transporting plants and equipments. The Plants are transported over more than 100 Km in hilly and mountainous roads. Type of soil found in Makete which is clay soil and partly volcanic ash and heavy rainfall over long period of time is a big challenge in implementing road projects. This situation requires enough funds for engineering treatment of soil as compared to funds released by the central government.

2.2.9.4 Service Delivery Performance Review

According to Service Delivery Performance Review report conducted on March 2016, the community aired/gave their opinion on level of satisfaction of services rendered by the District Council through Works department. The level of satisfaction from the community has been shown in 18.

Table 18: Service delivery Satisfaction level by users

S/N	Type Of Service	Satisfied		Not Satisfied		Don't Know	
		Respondents	%	Respondents	%	Respondents	%
1	Rehabilitation of Existing roads	96	19.2	403	80.6	1	.2
2	Maintenance of Existing roads	88	17.6	411	82.2	1	.2
3	Construction of concrete bridges	186	37.2	312	62.4	2	.4
4	Construction of foot paths	116	23.2	374	74.8	10	2.0
5	Construction of new roads	86	17.2	404	80.8	10	2.0

Source: Makete District Service Delivery Survey, 2016

The above table indicates that almost all components of service delivery performed under 50%. The departments has undergone few percentage of new roads construction. The results calls for the department to concentrate much on the areas shown weaknesses. However, the department depends much on external sources of fund to execute its projects.

2.2.10 Environment and Solid Waste Management

Environment and solid waste management is a new department comes into being in 2014. The department deals with environmental protection, management, conservation and solid waste management. It is divided into 2 sections of Environment management and Solid waste management.

2.2.10.1 Environment management

Environment management in the district involved environmental conservation, environmental pollution control, environmental greening (*planting of trees, flowers and beautification*) also Environmental Impact Assessment. The conserved water sources are 115 out of 742 water sources identified in the year 2015 in 18 Wards, total of 7893 water friendly tree planted in 7 water sources in the year 2016 while 306 ornamental trees planted at Iwawa Township for environmental greening purposes.

2.2.10.2 Solid waste management

Solid waste management deals with solid waste storage, sorting, transportation; disposal and dump site management. The sources for solid waste include individual households, commercial centres, farms, institutions and industries. Other sources arise from constructional activities, garden trimmings, dead animals and metal scraps. Final disposal of wastes depends on the type and amount of wastes generated whereby solid wastes are usually disposed off on sites that are burial in open pits and burning. In Hospitals and Health centres hazardous wastes are incinerated in special designed chamber (incinerators). Currently at Iwawa Township there is only 1 dumping site, 3 temporally solid waste collection point built at Mabehevani, Kona and Sokoni where by solid waste generated at Iwawa Township is about 7 tonnes per month.

2.2.11 Beekeeping

Beekeeping is one of the profound unit and a lucrative activity for income earning among the community members in Makete District. Nowadays majority people do prefer honey to sugar due to their different problems. The consumers taste change paves the clear opportunity for beekeeping to dominate the market. Plenty market for Beekeeping products is therefore subject to contribute in household income poverty

reduction for those who are and will engage in Beekeeping throughout the District. However, the chance still available for Makete community to occupy Beekeeping activities and occupy honey mongering products market (Honey in particular) due to its quality. This has been experienced through few people who produced few liters of honey which attracted consumers. The unit achieved to educate and sensitize community members on the importance and lucrativeness of Beekeeping. Few are currently practicing the activity. Up to April, 2016 there were 16 Beekeeping groups. Beekeepers in the district have 3,201 modern hives and 406 traditional hives. With these hives 9,780 liters of honey and 198kg bee wax produced. The market for honey is available from within to outside the district. Within the district the price per 1 liter of honey range between Tsh. 6,000.00 to 10,000.00 while the price for bee wax is Tshs. 15,000.00 per Kilogram

For effective performance of the Beekeeping Unit it require establishment of workers from the ward level to district level. In general, currently the Unit has no single staff. Makete district Council consist of 23 wards. Therefore, the staff requirement is as shown in Table 19.

Table 19: Beekeeping Staff Establishment

No.	Qualification	Required	Available	Deficit
1	Degree holders	1	0	0
2	Diploma	2	0	2
3	Certificate	23	0	23

Source: Makete District Council, 2016

The unit has one Overall, on pair of groves and one pair of veil which does not suffice the needs. The unit apart from office tools need field tools such as; 2 Bee smoker, 3 pairs of Overalls, 3 pairs of Veils, 3 pairs of gumboots, one Honey case. Therefore there is a deficit of 2 Bee smokers, 2 pairs of Overalls, 3 pairs of Veils, 3 pairs of gumboots, one Honey case.

Makete District Council endowed environment favorable for Beekeeping. Majority of people practiced beekeeping using local hives and honey mongering through local methods. In recent years 2015 modern hives and modern ways of honey mongering has been introduced. There has been slow adaption of modern beekeeping by bee keepers. Using modern hives exacerbated by less priorities of the Unit and beekeeping activity as a whole in the district level. Despite favorable condition and conducive environment yet few people have been engaging in the business. Few fund allocation and sometimes lack of budget allocation to Beekeeping Unit has led to failure in implementation of its activities (Sensitizing community members in Beekeeping activities). Beekeeping is affected by lack of staff, lack of working gears and occurrence of forest fire where hives are placed.

2.2.12 Procurement Management Unit (PMU)

Procurement Management Unit (PMU) means a Division or Department in each Procuring Entity responsible for the execution of the Procurement functions. Procuring Entity means a Public body and other body or unit established and mandated by Government to carry out Public function. Procurement means buying, purchasing, renting, leasing or otherwise acquiring any goods, works or service by a Procuring Entity and includes all functions that pertains to the obtaining of a goods, works or service including description of requirements, selection and invitation of tenderers, preparation and award of contract (Public

Procurement Act, No. 7 of 2011-Sec 5.3). Based on section 38 of the Public Procurement Act No. 07 of 2011 Procurement Management Unit has the following functions:

- Manage all Procurement and disposal by tender activities of the Procuring Entity except adjudication and the award of contract.
- Support the functioning of the tender board.
- Implement the decisions of the tender board.
- Act as secretariat to the tender board.
- Plan the Procurement and disposal by tender activity of the Procuring Entity.
- Recommend Procurement and disposal by tender procedures.
- Check and prepare statements of requirements.
- Prepare tendering documents.
- Prepare advertisement of tender opportunities.
- Prepare contract documents.
- Issue approved contract documents,
- Maintain and archive records of the Procurement and disposal process.
- Maintain a list or register of all contract awarded.
- Prepare monthly reports for the tender board.
- Prepare and submit to the Management meeting quarterly reports on the implementation of the Annual Procurement Plan (APP).
- Co-ordinate the Procurement and disposal activities of all the Departments of the Procuring Entity.
- Prepare other reports as may be required from time to time.

Currently, Procurement Management Unit (PMU) has six (6) staffs that are considered to be satisfactory given the Procurement volume of the Council. All staff have been squeezed in a single small room which is a solely single office provided for Procurement Unit. The same small office is also used for storing Procurement documents. The situation denies the efficiency of the PMU staffs in discharging its responsibilities as well as denies the secrecy of the Procurement Proceedings. In order to effectively enhance good and remarkable implementation of the set activities the Unit need to be equipped with all necessary tools and equipment to facilitate staff to execute their duties. Transport facility (Vehicle, Motorcycle) to facilitate quotations processes is of vast important. Due to a number of available/existing staff the PMU Unit need miscellaneous tools. However, the required, available and deficit at each item has been well depicted in Table 20.

Table 20: Working facilities in PMU

NO.	Item	Required	Available	Deficit
1	Tables	6	2	4
2	Chairs	6	2	4
3	Lap top Computers	6	1	5
4	Desk Top Computers	4	1	3
5	Photocopy Machine	1	0	1
6	Scanner	1	1	0
7	Printer	2	1	1
8	Cabinets	1	0	1
9	Shelves	3	0	3
10	Calculators	6	0	6
11	Punching Machine	3	1	2
12	Binding Machine	1	0	1
12	Stapler	3	1	2

Source: Makete District Council, 2016

Procurement Unit has been successful performing its works according to the available resources. Tasks have currently been simplified due to staff increase. Procurement processes are timely conducted for the areas with enough resources. The Unit is working by adhering to the prevailing Public Procurement Act (PPA) No. 07 of 2011, and Public Procurement Regulation, Government notice No. 446 of 2013 and GN. No. 330 of 2014 which regulates Procurement Proceedings. These three documents are useful tools for PMU to execute its functions.

In executing its works the department has faced various challenges due to different factors including: Low Level of Knowledge on PPA, 2011 and its Regulations GN No. 446 of 2013 and GN No 330 of 2014 required for discharge of their functions among Tender Board Members, PMU Staffs, User Departments and Councilors. Lack of required knowledge of PPA, 2011 and its Regulations creates inefficiency in the performance and effectiveness of the Procurement proceedings activities as they might made decisions that contravene with PPA, 2011 and its Regulations. Training is important to all Procurement stakeholders to acquire the required knowledge for effective discharge of their responsibilities. Also inadequate fund allocated to the PMU Unit from central government is another major constraint affecting its performance.

2.2. 13 Planning, Statistics and Monitoring

Planning, Statistics and Monitoring department mainly is a coordination unit. However, it is thereby envisaging the economic status and all plans undertaken in the District council. Sections embedded under this department include: Planning, Statistics and Monitoring. The department apart from other duties in conjunction with other productive sectors has a great role in ensuring council economic stability by establishing reliable economic activities which in turn creates sound and remarkable sources of revenues for the District Council. Its main responsibilities include the following:

- Coordinating preparation of District Socio-economic Profile for the interval of 5 years.
- Coordinating Preparation and updates of Council Strategic Plan.
- Facilitating Participatory Preparation of Development plans at Village level by using Opportunities and Obstacles to Development.
- Coordinating preparation of Medium Term Expenditure Framework (MTEF)-which is the Medium Term Plan and Budget.

- Coordinating different NGOs working under the Council Jurisdiction.
- Coordinating conduction of Population and housing Inter Census and various registration in collaboration with the National Bureau of Statistics.
- Ensure availability and accessibility of validated socioeconomic data.
- Ensure preparation of Quarterly and Annual Development projects Performance Review Reports.
- Engineering and establishing sound relationship with various Development Partners within and outside the Country for the benefit of the District Council.
- Preparation of different District write-ups and Business Plans for various Projects
- Coordinating preparation of different Investment areas within the District Council.
- Receiving and disseminating different Policies at lower levels.

Currently the Department has 5 Staffs including the Acting District Planning Officer. According to staff requirement the Department need; 2 Economists and 2 Statisticians working under the close leadership of the District Planning Officer. On working facilities, the department has been allocated two offices, one room for DPLO and the second room for other planning Officers. The room does not suffice the requirement, it is too congested to meet amenity. The department has 2 desk top computers and 2 old printers which need maintenance. There are three modern chairs, whereby one need maintenance. There is no Lap top Computers, office scientific calculator, and scanner which are essential tools for planning and training purposes. However, the office lacks Projector for various uses. The requirement of working tools is as indicated in Table 20.

Table 21: Working Tools requirements

No.	Item	Required	Available	Deficit
1	Office Tables	5	3	3
2	Office Chairs	5	4	1
3	Lap top Computers	4	0	4
4	Desk Top Computers	3	1	2
5	Photocopy Machine	1	0	1
6	Scanner	1	0	1
7	Printer	2	1	1
8	Cabinets	2	2	0
9	Shelves	3	1	2
10	Scientific Calculators	3	0	3
11	Punching Machine	2	0	2
12	Binding Machine	1	0	1
12	Stapler	3	2	1

Source: Makete District Council, 2016

2.2.13.1 Service delivery Performance Status

Inadequate facilitation to the department has led to failure in meeting pre-determined objectives. Monitoring and Evaluation exercise mainly executed by using donor fund (UNICEF) which does not help the department to undergo comprehensive Monitoring and Evaluation. failure to meet planned activities is evidenced by the funding trend experienced in the Financial Year 2015/2016 whereby fund for only first and second quarter disbursed up to May, 2016. Over dependent on single external source for such important activity (M&E) can simply impede smooth running of the very profound task for successful implementation of different development projects. Three years consecutively, the department has been conducting Training on Planning through community participation under Opportunities and Obstacles to Development at Ward

and Village Level (WEOs and VEOs) has been well conducted. The (of Year) MTEFs have been incorporating Villages plans to get Comprehensive Council Plans. Majority are currently have knowledge on the planning process vide O&OD at all levels.

Failure in disbursement of fund from Central government has continuously led to failure in interventions of various development activities consequently failure in meeting the set Objectives and targets. For the Five Year 2015/2016 no fund received from LGCDG up to May 2016. Inadequate fund for implementing various Sectoral development projects/activities hamper coordination process for realization of the predetermined Objectives. For the Five Year 2015/2016 Most of the activities executed are under UNICEF support due to delay in disbursement of Development Fund. Delay of fund release from Central government has been continuously impeding implementation of different projects and activities.

According to the services delivery performance review Report conduct on March, 2016 which involved communities who have been receiving services the level of service delivery has been indicated in Table 21.

Table 22: Level of Service delivery Satisfaction by users

SN	Type Of Service	Satisfied		Not Satisfied		Don't Know	
		Respondents	%	Respondents	%	Respondents	%
1	Community Participation through O&OD	368	73.6	129	25.8	3	.6
2	Information prior to O&OD exercise	332	66.4	158	31.6	10	2.0
3	Training on O&OD Exercise	336	67.2	150	30.0	14	2.8
4	Development plans preparation	355	71.0	139	27.8	6	1.2
5	Project design and Management skills	273	54.6	224	44.8	3	.6
6	M&E Exercise	173	34.6	316	63.2	11	2.2
7	Distribution of District Constituency Fund	199	39.8	297	59.4	4	.8
8	Translation and dissemination of policies	246	49.2	251	50.2	3	.6
9	Distribution of Development Fund	153	30.6	342	68.4	5	1.0

Source: Council service delivery survey March, 2016

Table 22 indicates areas which have been well serviced and those which were poorly performed due to assessment by communities' level of satisfaction. It also depicts attitudes and the way clients who have been receiving services feels. The sector has performed well on community Participation in planning process through Opportunities and Obstacles to Development (O&OD) by 73.6% level of service delivery satisfaction. The areas that were not well executed is Monitoring and Evaluation of Development projects which scored only 34.6%. Another area which has not performed well is the distribution of Constituency Development Catalyst fund. Makete District Council receives only Tsh. 33,812,000.00 as a Catalyst Fund for development projects initiated by Villages and Wards. The fund can not suffice to be distributed equally to all 97 Villages at par. However this rank might be contributed by sought of irrational distribution for the previous receipts. The department needs to employ conscious and deliberate efforts to rectify the issue or else to educate the community on the use of constituency Fund accord to the governing Act which established the Constituency Fund. Otherwise other components indicate the community's level of satisfaction above 50% which is merely encouraging. Under this survey the main concern of the community members were: Rational distribution of development funds, close supervision Monitoring and Evaluation of projects interventions, incorporating Villages plans into the District Council Plans such as MTEF and sustainable community participation in planning process.

2.2.14 Finance and Trade

Finance and Trade department is responsible for facilitating the collection of council revenues and management of expenditures of all Council revenues according to the Local Government Finance Acts No.9 of 1982 and the Local Authorities Financial Memorandum. The Finance and Trade Department has Five Sections namely: Expenditure Section, Revenue Section, Final Accounts Section, Salaries Section and Trade Section. The Finance Division has 25 staffs while Trade Division has 3 staffs out of 4 required staff.

The Council is using the Integrated Financial Management System (EPCOR 0.9) in Financial Management and control. Where, all payments are processed and produced through EPCOR 0.9. Also, in Management of revenues, the Council, through PO RALG, has adopted the Local Government Revenue Collection Information System (LGRCIS), where all revenues are collected and receipts are issued to customers via electronic system.

After a recent recruitment of 13 new staffs, the Department is facing a shortage of office furniture and office rooms. The current status of furniture and office rooms is as indicated in table 23. With a shortage of office furniture and office rooms, the staffs fail to perform effectively their responsibilities.

Table 23: Working Tools requirement for Finance and Trade Department

Item	Required	Available	Deficit/Excess
Office Chairs	29	10	19
Office Tables	29	10	19
Office Rooms	9	6	3

Source: Makete District Council, 2016

2.2.14.1 Revenue Collection

During the implementation of 2011/2012 – 2015/2016 Council Strategic Plan, the Department has continued performing its responsibilities of facilitating the collection and management of expenditure of public funds. As at 30th April, 2016, the Council has managed to collect the sum of Tshs. 670,984,072.87 as Own Source Revenue which is equal to 55% increase compared to Tshs.350,898,182.50 Own Source Revenue collected in the Financial Year 2011/2012. The Council Own Source Revenue trend and its budget from 2011/2012 to 2015/2016 has been elaborated in Table 24.

Table 24: Own Source Revenue Collection trend from FY 2011/12 to April, 2015/16

Year	Budget	Actual Collection	Percentage
2011/2012	763,094,200.00	527,059,763.61	69
2012/2013	1,069,362,799.00	589,820,539.51	55
2013/2014	1,192,715,000.00	802,370,803.61	67
2014/2015	1,100,651,000.00	879,966,128.51	80
2015/2016	1,215,583,046.00	670,984,072.87	55

Source: Makete District Council, 2016

Based on data provided in Table 24, the Council has managed to collect own source revenue for more than 50% from the Financial Year 2011/2012 to 2014/2015 with revenue increase from Tshs. 527,059,763.61 in the year 2011/2012 to Tshs. 879,966,128.51 in the year 2014/2015. In performing its duties, the Department has managed to issue 1,037 business licences to business men and women whereby 650 for business licences and 387 for Liquor licences.

Moreover, due to low collection and insufficient fund transfer from Central Government, the Council has been transferring less than 20% of its Own Source revenue (as per requirements) to Lower Level Government as Own Source Sharing. The trend of amount transferred to lower levels has been indicated in table 25.

Table 25: Trend of Own Source Transfers to Lower Level Government from FY 2011/12- April 2015/16

Year	Actual Collection	Amount Supposed to be Transferred	Amount Transferred	Deficit
2011/2012	527,059,763.61	105,411,952.72	34,600,000.00	70,811,952.72
2012/2013	589,820,539.51	117,964,107.90		117,964,107.90
2013/2014	802,370,803.61	160,474,160.72	21,895,704.00	138,578,456.72
2014/2015	879,966,128.51	175,993,225.70	19,746,097.00	156,247,128.70
2015/2016	670,984,072.87	134,196,814.57	2,039,000.00	132,157,814.57

Source: Makete District Council, 2016

Makete District Council envisaged accessing unqualified Opinion in its audited Financial Statements. During the Financial Years 2011/2012 – 2014/2015, the Council prepared and submitted timely its Financial Statements to the National Audit Office and the opinions issued by the Auditor was as indicated in table 26.

Table 26: Audit Opinions for Financial Year 2011/12-2014/15

Financial Year	Awarded Opinion
2011/2012	Qualified
2012/2013	Unqualified
2013/2014	Unqualified
2014/2015	Qualified

Source: Makete District Council, 2016

As referred to the above situation, there have been some improvements in the opinions suggested on the Council Financial Statements by the Controller and Auditor General in the Financial years 2012/2013 and 2013/2014 as compared to the year 2011/2012. In the Financial Year 2014/2015, the Council was issued a Qualified Opinion due to the requirement of separation of Land and Buildings in the item of Property, Plant and Equipments.

2.2.14.2 Service Delivery Performance Review Report

Makete District Council in the FY 2015/16 conducted a service delivery performance Review to evaluate itself the extent at which the community who receives services have been satisfied by the services rendered by the Council. The survey came up with the useful report which will help the council (Finance and Trade Department in particular) to improve its services to the community. The level of satisfaction as a result of the survey from the community has been well elaborated in Table 27.

Table 27: Service delivery satisfaction level from the users

SN	Type Of Service	Satisfied		Not Satisfied		Don't Know	
		Respondents	%	Respondents	%	Respondents	%
1	Awareness on licenses provision	240	48.0	251	50.2	9	1.8
2	Stakeholders Participation in fixing various amounts (Levies & duties)	212	42.4	278	55.6	10	2.0
3	Time frame to access ones license	165	33.0	319	63.8	16	3.2
4	Time used for various payment to clients	143	28.6	344	68.8	13	2.6
5	Customer care	194	38.8	303	60.6	3	.6
6	Time for a person to access services	141	28.2	350	70.0	9	1.8
7	Stakeholders participation in finding new revenue sources	173	34.6	316	63.2	11	2.2
8	Time used in completing various payment	138	27.6	348	69.6	14	2.8

Source: Council Service delivery Survey, 2016

Table 27 indicates that the level of satisfaction to the community under all components scored below 50%. However, the component of payment completion has ranked with low percentage (27.6). This call attention for the department to employ new strategies in meeting core business of the Council so as to increase satisfaction level to the people it serves.

2.2.15 Internal Audit

Internal audit is one among the sections found in Makete District Council and was established in 1982 when the Act came into operation. The section performs its duties according to the Local Government Financial Act No. 9 of 1982 and the Local Authorities' Financial Memorandum made under the parent Act. Its main duties being but not limited to risk management, ensuring effective internal control system is in place, advance professional recommendations and generation of quarterly audit reports. Currently the section has three (3) internal auditors out of five (5) required internal auditors, making the deficit of two (2) auditors. However, the section has no supporting staff which makes the delay of some important official services like files arrangement and filling in general.

The section has its car which is used in visiting various places of the council in performing various duties; it has only one desktop computer and one laptop machine. However, there is no technical working tools used in auditing such as cameras, hammers and other equivalent tools.

The Unit has been performing duties within the council where by 5 schools were audited equal to 4.2% out of 119 schools and 15 health centers and dispensary which is 51.72% out of 29 health centers and dispensaries as for the year 2015/2016. The section experience various challenges that led to failure to meet its targets as we decided to concentrate with the most risk areas in performing our duties as we have no enough fund, working tools are too limited and other factors like few number of auditors.

2.2.16 Election

Election Unit is among the six District Council's Units that have been established to enhance the council perform its core roles to the area of its jurisdiction. This unit is responsible for coordination of all election related activities. Election unit in Makete District Council is currently headed by one officer. In order to coordinate election activities, there is usually an Election Committee chaired by the District Executive Director as the Supervisor in-charge of all election matters. Other members of the committee are appointed

among the council's officers. So far, in the year 2014 and 2015, the election unit coordinates the following activities:

- Election of Village and Hamlet Leaders as per the directives from the then Prime Minister's Office – Regional Administration and Local Government;
- General Election for the election of the President of the United Republic of Tanzania, Members of Parliament and the Councilors. This was carried out under the directives of the National Electoral Commission.
- The legal Unit is the main implementer of all issues related to laws in the council. The unit is responsible for legal advice and control of Ward Tribunals available in the council. Contract vetting is another area that the unit deals with in collaboration with other Department/Units like Procurement Management Unit.

2.2.17 Legal

The legal Unit is the main implementer of all issues related to laws in the council. The unit is responsible for legal advice and control of Ward Tribunals available in the council. Contract vetting is another area that the unit deals with in collaboration with other Department/Units like Procurement Management Unit. Legal Unit has no single staff out of 2 staff required. Therefore, there is a shortage of 1 staff at head quarter. The district in collaboration with the central government continued to recruit staff so as to reduce the staff shortages in the district. Currently the unit has been allocated one room for office. The department has 1 desk top computer and 1 printer. There are 6 chairs and 2 tables which are not enough for unit requirements. However, the office lacks lap top Computers and scanner which are essential tools for office use.

The unit has managed to perform various operations as part of its responsibilities. Some of them include supervision of oath delivery to all elected leaders in 93 villages of the council, and provision of legal advice to all 23 Ward Tribunals in the council. In the year 2013/2014 to 2015/2016 the unit has managed to run four (4) cases whereby all of them successively came to an end. However, the unit has faced different challenges in various interventions due to different reasons including the following; Legal unit activities were not incorporated in the previous Strategic plan which led to difficult in executing various activities such as composing and amending Council's by law. Other factors include; inadequate fund allocated to the unit is the barrier for good performance of the unit. Again, lack of Tanzania Law report is another barrier for good performance that the unit requires. Legal Unit has no staff out of 2 staff required. Therefore, there is a shortage of 1 staff at head quarter. The district in collaboration with the central government continued to recruit staff so as to reduce the staff shortages in the district.

On working facilities currently the unit has been allocated one room for office. The department has 1 desk top computer and 1 printer. There are 6 chairs and 2 tables which are not enough for unit requirements. However, the office lacks lap top Computers and scanner which are essential tools for office use.

The unit has managed to perform various operations as part of its responsibilities. Some of them include supervision of oath delivery to all elected leaders in 93 villages of the council, and provision of legal advice to all 23 Ward Tribunals in the council. In the year 2013/2014 to 2015/2016 the unit has managed to run four (4) cases whereby all of them successively came to an end. However, the unit has faced different challenges in various interventions due to different reasons including the following; Legal unit activities were not incorporated in the previous Strategic plan which led to difficult in executing various activities such

as composing and amending Council's By Law. Other factors include; inadequate fund allocated to the unit the barrier for good performance of the unit. Again lack of Tanzania Law Reports, another barrier for good performance that the unit requires.

2.2.18 Community Development, Social Welfare and Youth

Community Development Department has a role of enabling communities to develop themselves by creating and raising awareness in community based on development activities for the purpose of eradicating poverty and improving livelihood for the sustainable development. The department also facilitates youths so as to improve their livelihood as well as sustaining the welfare of women, youth and children, vulnerable groups as well as community at large.

The department is divided into four sections of: gender and children, social welfare, youth, and HIV and AIDS. On staffing, the District has a total of 33 Community Development officers distributed at ward level and 7 social welfare officers in total the district has the deficit of 1 community development officer and 23 social welfare officers.

2.2.18.1 Gender issues

Gender refers to social relationship between men and women, these relations are constructed by the society and they differ from society to another. Historically, in Makete District women play multiple roles in the society such as income generation activities, parenting, social and political activities. The department aim to conduct several interventions to empower women and community at large such as providing loans to IGA groups, enabling entrepreneurship skills, combating gender based Violence and its magnitude and identification and establishment of economic groups. Currently there are 105 women income generating groups which need to be empowered. In 2013/14 the Council through its own source allocated and released Tshs. 17,400,000 and received Tshs. 12,000,000 from central government making a total of 29,400,000/= for youth and women respectively. Since that time the council has not released any fund for women and youth economic groups.

2.2.18.2 Youth issues

In Makete District, youths as manpower of the council face number of challenges such as lack of employment, lack of capital for starting business and poor access to information. The department aim to empower youth by identification and establishment of youth groups, providing loans and facilitating life skills through youth network (MAKEYODEN). Currently there are 68 youth income generating groups, out of these groups only 10 groups received 5,000,000/= as loan from the council in 2013/2014 in the sense that each group received 500,000/=. Since that time the council has not released any fund for youth economic group and also supervision of those groups.

2.2.18.3 Social Welfare

The section intends to improve social welfare of the community including vulnerable groups (Most Vulnerable Children, Elderly, and People with disability, widows and widowers), issues of parenting and family through conducting various activities which includes awareness creation, facilitation, and supervision as well as monitoring and evaluation of the conducted interventions. Under social welfare section, there are sub sections which are involved and some are considered as interventions such as Child Protection which is supported by UNICEF.

2.2.18.4 Children

According to TUNAJALI in 2013/14, Makete district there are about 5835 registered Most Vulnerable Children, where by the council is working with other stakeholders such as ELCT-Makete in attending to Most Vulnerable Children needs. The section further oversees behavioral rehabilitation for children in conflict with the Law. Currently, the section is supported with UNICEF in carrying out child protection interventions in the community, started from 2013/14. The project has successfully formed Ward Child Protection Teams in 22 Wards out of 23. These teams oversee and address children affairs in their respective areas. The project has also developed MVCCs (Most Vulnerable Children Committees) in 51 Villages out of 98 Villages. Children also have been empowered to meet by themselves together and discuss their issues, needs and other issues through Child Junior Councils whereby currently in Makete district have been established in three wards as a starting point with the support of UNICEF and there after the council to accomplish the remaining wards to make the strong children council in Makete district.

2.2.18.5 Elders

Currently there are about 8,050 elders (60 years old and above, According to survey conducted by Community Development Department-2016), who live in Makete district. Elders are among special groups which needs special care and attention. Most of these elders are poor economically and requires close support and also health care. The section has been working in collaboration with other departments like Health department, to ensure that elders have access to free medical care and they are given first priority in acquiring services.

2.2.18.6 HIV and AIDS

Makete District is among the District which affected with HIV&AIDS in Tanzania. First cases of HIV were reported in 1987, whereby 3 people were found to be HIV infected at Consolata Hospital Ikonda. Following the detection of those HIV and AIDS cases the district Council reacted in the following aspects: Mass education to the community concerning the pandemic, HIV and AIDS to be a permanent agenda in every meetings and gatherings, initiation of HIV Counseling and testing services and capacity building to public workers on how to combat the pandemic. Community received HIV and AIDS report associated with punishment for adultery and killer disease. Outcomes of these attitudes were accompanied by fear of the disease, stigma, denial, depression and discrimination

According to Tanzania HIV&AIDS and Malaria indicator survey I (THMIS) 2003/2004, Iringa/Njombe region HIV prevalence was 13.4% (13.3% women and 13.4% men). During THMIS II – 2007/2008 Iringa/Njombe region HIV prevalence was 15.7% (16.8% women and 12.1% men). Tanzania HIV&AIDS and Malaria indicator survey III (THMIS III) 2011/2012, revealed that, HIV prevalence in Njombe Region has fallen to 14.8% However, this is about twice folds higher than the Tanzania mainland's average prevalence of 5.1%

According to the programmatic data for people who accessed VCT, PITC, PMTCT and VMMC services in the district are as follows: In 2013 total number of 20769 (male 10,196 and female 10573) tested for HIV, 1171 (Male 575 and female 596) found positive. The prevalence was 5.6%. In 2014 total number of 14,102 (male 6706 and female 7696) tested for HIV, 804 (Male 387 and female 417) found positive. The prevalence was 5.7%

Structural drivers: Mobility and labour migration due to; Constructions, plantations, timber, Long distance walks to access HIV&AIDS services.

Socio-cultural and economic drivers: Gender inequities and inequalities, Sexual gender-based violence and violence against children Harmful socio-cultural norms (widow inheritance/cleansing, alcohol intake–Ulanzietc),Poverty and wealth related inequalities (property grabbing – widows), Inequities in access to health care services and information, Socio-economic conditions like unemployment, Lack of parental guidance and supervision, Cultural influence on sexual risk-taking behaviors, Stigma and discrimination.

2.2.18.8 Service Delivery Performance Review Report

According to the survey on the level of satisfaction to community conducted on March, 2016, the results shown that the department was not very much satisfied the users. Components of the services evaluated have been indicated in table 28.

Table 28: Level of Satisfaction by Service beneficiaries

S/N	Type Of Service	Satisfied		Not Satisfied		Don't Know	
		Respondents	%	Respondents	%	Respondents	%
1	Groups registration process	242	48.4	253	50.6	5	1.0
2	Time frame to access Certificate	166	33.2	314	62.8	20	4.0
3	Child Protection issues	318	63.6	180	36.0	2	.4
4	Services to disabled and elders	191	38.2	305	61.0	4	.8
5	Gender desk	234	46.8	245	49.0	21	4.2
6	Marriage conflict resolutions	238	47.6	255	51.0	7	1.4
7	Education on various groups registration	147	29.4	337	67.4	16	3.2
8	Customer care	245	49.0	247	49.4	8	1.6
9	Poor household relief	226	45.2	267	53.4	7	1.4

Source: Makete DC Service Delivery Survey, 2016

Table 27 indicates reflection from the community members to what extent they been satisfied by various services rendered to them from Community Development, Social welfare and Youth Department. The level of community satisfaction on Child protection has ranked 63.6% while other components scored below 50%. The survey however influence the sector to give high priority all areas of weaknesses to convince majority community who are receiving service to acknowledge being satisfied by services rendered.

2.2.19 Information and Communication Technology

Information and communication technology is among of the six District Council's units which advances since the end of the 20th Century, have led to multiple convergences of content, computing, telecommunications and broadcasting. They have brought about changes in other areas, particularly in knowledge management and human resources development. Increasing capacity of ICT has further been empowered by the growth of a global network of computer networks known as the Internet.

ICT Unit at Makete District Council is currently headed by one officer; there is another ICT Officer and the other experienced person who is a District Adult Education Coordinator. There is no specified ICT office where by all ICT activities done through other offices which is in need. Currently the Council has no ICT

related objective, official website, there is no ICT office, working tools, internet access, and there is no proper Local area network and Wide area network. ICT Officers has being using there own working tools to facilitate organization daily running activities.

2.3 External Environmental Scan

2.3.1 National Five Year Development Plan 2016/2017-2020/2021 (FYP II)

Mainstreaming the National Five Year Development Plan is fundamental aspect in promoting industrialisation and local human development for Makete District. The Second Five Year Development Plan (FYDP II), 2016/2017 – 2020/2021, has integrated frameworks of the first Five Year Development Plan (FYDP I, 2011/2012-2015/2016) and the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA II, 2010/2011-2014/2015) further extended to 2015/2016). This integration implemented a Government decision taken in 2015 to merge the two frameworks. The objectives of integrating the two frameworks were to improve efficiency and effectiveness in implementation through organizing and rationalizing national resources under one framework, by addressing critical challenges, which beset implementation of the parallel frameworks. The challenges included existence of many similar priorities of varying scope and emphasis, leading to available resources being spread too thinly; weak coordination; and unclear division of responsibilities in monitoring, evaluation and reporting.

The theme of FYDP II “Nurturing Industrialization for Economic Transformation and Human Development” incorporates the main focus of the two frameworks, namely growth and transformation (FYDP I) and poverty reduction (MKUKUTA II). FYDP II outlines new interventions to enable Tanzania industrialize in a way that will transform its economy and its society. It also incorporates unfinished interventions from the predecessor Plan and Strategy, respectively, deemed critical for realization of the aspirations of FYDP II.

FYDP II is built on three pillars of transformation, namely industrialization, human development, and implementation effectiveness. Specifically, the Plan aspires to:

- Build a base for transforming Tanzania into a semi-industrialized nation by 2025;
- Foster development of sustainable productive and export capacities;
- Consolidate Tanzania’s strategic geographical location through improving the environment for doing business and positioning the country as a regional production, trade and logistic hub;
- Promote availability of requisite industrial skills (production and trade management, operations, quality assurance, etc.) and skills for other production and services delivery;
- Accelerate broad-based and inclusive economic growth that reduces poverty substantially and allows shared benefits among the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups;
- Improve quality of life and human wellbeing;
- Foster and strengthen implementation effectiveness, including prioritization, sequencing, integration and alignment of interventions;
- Intensify and strengthen the role of local actors in planning and implementation, and
- Ensure global and regional agreements (e.g. Africa Agenda 2063 and SDGs) are adequately mainstreamed into national development planning and implementation frameworks for the benefit of the country.

Among the outcomes associated with the attainment of these objectives, Plan will raise annual real GDP growth to 10 percent by 2021 (from 7.0 percent in 2015), per capita income to US\$ 1,500 (from US\$ 1,043

in 2014) and reduction of the poverty rate to 16.7 percent from 28.2 percent recorded in 2011/12. The Plan also envisages raising FDI flows from US\$ 2.14 billion in 2014 to over US\$ 9.0 billion by 2021; increase electricity generation from 1,501 MW in 2015 to 4,915 MW by 2020 and improving electricity connections to 60 percent of the population, up from 36 percent in 2015. On average, manufacturing sector will grow by over 10 percent per annum with its share in total exports increasing from 24 percent in 2014/15 to 30 percent in 2020. An under-five mortality rate reduction from 81 deaths per 1000 live births recorded in 2014/15 to around 45 deaths per 1000 live births; maternal mortality reduced from 432 per 100,000 live births in 2014/15 to below 250 deaths by 2020/21. Also, access to clean and safe water in rural areas improved from 72 percent recorded during 2014/15 to 85 percent by 2020/21 and in urban areas to more than 90 percent. As a result, there will be improvement in national human development index from the value of 0.52 (2014) to 0.57 by 2021.

2.3.2 The Tanzania National Development Vision (2025)

Tanzania envisions that by 2025 will have attained a remarkable development from a least developed to a middle income country in the areas of high quality livelihood, peace, stability and unity, good governance, as well as educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits.

High Quality Livelihood, Ideally a nation's development should be people-centered, based on sustainable and shared growth and be free from abject poverty. For Tanzania, this development means that the creation of wealth and its distribution in society must be equitable and free from inequalities and all forms of social and political relations which inhibit empowerment and effective democratic and popular participation of social groups (men and women, boys and girls, the young and old and the able-bodied and disabled persons) in society. In particular, by the year 2025, racial and gender imbalances will have been readdressed such that economic activities will not be identifiable by gender or race. All social relations and processes, which manifest and breed inequality in all aspects of the society (i.e., law, politics, employment, education, culture), will have been reformed.

Peace, stability and unity, A nation should enjoy peace, political stability, national unity and social cohesion in an environment of democracy and political and social tolerance. Although Tanzania has enjoyed national unity, peace and stability for a long time, these attributes must continue to be cultivated, nurtured and sustained as important pillars for the realization of the Vision.

Good Governance, Tanzania cherishes good governance and the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make their leaders and public servants accountable. By 2025, good governance should have permeated the national socio-economic structure thereby ensuring a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society.

A Well Educated and Learning Society, Tanzania envisages being a nation whose people are ingrained with a developmental mindset and competitive spirit. These attributes are driven by education and knowledge and are critical in enabling the nation to effectively utilize knowledge in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the

regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally, cognisant of the reality that competitive leadership in the 21st century will hinge on the level and quality of education and knowledge. To this effect, Tanzania should:

- Attain self-reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative
- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.

Makete District Council as one of the councils in Tanzania has the role of promoting high quality livelihood, peace, stability and unity, and good governance practices as vehicles in attaining the goal of vision 2025 and thus eradication of all forms of poverty among its community members.

2.3.3 Big Result Now (BRN) Initiatives

As part of its efforts for transition of the country from a low to a middle-income economy, starting with the 2013/2014 Financial Year, Tanzania, with support from Development Partners, adopted a Big Results Now (BRN) initiative. Big Results Now (BRN) initiative aims at adopting new methods of working under specified timeframe for delivery of the step change required. This comprehensive system of development implementation, described as a "fast-track people-centered growth 'marathon' focuses on six priority areas articulated in the Tanzania National Development Vision 2025: energy and natural gas, agriculture, water, education, transport and mobilization of resources.

On 22 February, 2013, when the President Dr. Jakaya M. Kikwete formally launched a much-vaunted programme that's ostensibly intended to vault Tanzania over from its current Least Developed Developing Country status (LDDC) to a middle-income nation-state by the year 2025. The initiative will eliminate the "culture of business as usual" and needless confidentiality amongst officials and officers serving the public that has hobbled efforts to move Tanzania forward. If the country is to achieve a middle-income economy by 2025, it is essential that development planning no longer be a secret process for executives and that the public become actively engaged to learn about development plans and provide input that will be taken into account. Transparency and efficiency are guiding concepts and the reduction of corruption will be of paramount importance. "Development plans are no longer secret matters for the executives, but the public will be involved to learn about the development plans and share their views accordingly. Makete District

Council like other councils is obliged to comply with (BRN) initiatives for making sure that all formulated strategic objectives and targets are timely achieved for sustainable development of its community.

2.3.4 The National Agriculture Policy (2013)

Agriculture is the mainstay of the Tanzanian economy contributing to about 24.1 percent of GDP, 30 per cent of export earnings and employs about 75 percent of the total labour force. The rate of growth in agriculture is higher than the average annual population growth rate of 2.6 percent implying growth in incomes. However, the average agricultural growth rate of 4.4 percent is insufficient to lead to significant wealth creation and alleviation of poverty, given the low level of agricultural development. Attaining poverty alleviation requires annual agricultural growth rate of from 6 to 8 percent. Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10 percent. Maize is the most important crop accounting for over 20 per cent of agricultural GDP. Agricultural export crops have been growing at about 6 percent while food crops have been growing at 4 percent. Food and cash crops account for about 70 percent of rural incomes. During the formulation of the NAP 2013, a holistic approach has been adopted in order to move away from the concept of food and cash crops towards agricultural commodities encompassing the two concepts as some food crops are also used for cash earning hence there is no demarcation on whether such crops are cash and/or food crops. The National Agriculture Policy 2013 also takes into account the existence of huge potential and opportunities for development of the agricultural sector. Whereas 44 million hectares of land are suitable for agricultural production, only 10.8 million hectares (24 percent) are cultivated mostly under subsistence agriculture. The latter consists of smallholder farmers

The National Agriculture Policy is a result of macro, regional and global economic changes that have bearing on the development of the agricultural sector. At the national level there have been major changes in the National Policy Framework resulting from the implementation of the Tanzania Development Vision (TDV – 2025), the Poverty Reduction Strategy Paper (PRSP), National Strategy for Growth and Reduction of Poverty (NSGRP I and NSGRP II), Long-term Perspective Plan and Five Year Development Plan. The macro policy framework focuses on developing an efficient, modern, commercial, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation. This is based on the fact that, Tanzania's agriculture is the driving force of the country's economy and therefore its development is of paramount importance. In order to achieve that, the sector has to grow at, at least 6 per cent. The Vision, Mission and Objectives of the National Agricultural Policy are:

The Vision is to become an agricultural sector that is modernized, commercial, highly productive and profitable; that utilizes natural resources in an overall sustainable manner in Eastern and Central Africa that acts as an effective basis for inter-sectoral linkages by the year 2025. **The Mission** is to facilitate the transformation of the agricultural sector into modern, commercial and competitive sector in order to ensure food security and poverty alleviation through increased volumes of competitive crop products. **The General Objective** is to develop an efficient, competitive and profitable agricultural industry that contributes to the

improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation.

The specific objectives are to: i) Strengthen agricultural support and technical services (research, mechanization, irrigation, extension and training); ii) Increase production, productivity and profitability from utilization of the factors of production (land, labour and capital); iii) Enhance national food and nutrition security and production of surplus for export; iv) Improve agricultural processing with a view to add value to agricultural produce and create jobs; v) Enhance production of quality products in order to improve competitiveness of agricultural products in the domestic, regional and international markets; vi) Increase foreign exchange earnings from exportation of agricultural products; vii) Provide enabling environment to attract private sector investment to take advantage of existing comparative and competitive advantages; viii) Strengthen inter-sectoral coordination and linkages to increase efficiency and effectiveness; ix) Protect and promote integrated and sustainable utilization of agricultural lands; and x) Promote implementation of cross cutting issues in agricultural undertakings.

As it has been said earlier, agriculture is the main occupation in Makete District. It employs about 92% of the residents. With the arable land suitable for growing crops of about 419,500 ha while the area under cultivation is estimated to be 33,788 ha and 6,750 Ha for food and cash crops respectively. The estimated potential area for irrigation is 1050 hectares but only 340 hectares is under irrigation. This provides a room for the District in harnessing the land resource through encouraging investors in land development through mechanized agriculture.

2.3.5 National Livestock Policy (2006)

The Livestock Industry has an important role to play in building a strong national economy and in the process, reducing inequalities among Tanzanians by increasing their incomes and employment opportunities, while nurturing the natural resources. The rationale behind the National Livestock Policy is to commercialise the industry and stimulate its development while conserving the environment. The aim is to support the livelihoods of livestock farmers through increased incomes and self-sufficiency in food of animal origin and thus addressing the goals set in the National Strategy for Growth and Reduction of Poverty (NSGRP) of 2004. The Policy has taken into account the comparative advantage the country has as regards to the large livestock population compared to most African countries. It has also considered current developments in trade liberalization, globalization, privatization and divestiture of state enterprises, enhancement public-private partnership, advances in science and technology, which have direct impact on the development of the livestock industry. The Policy further emphasizes on the importance of value addition in order to access competitive markets and to prolong shelf-life of livestock products. Tanzanian population is expected to increase to 55.2 million by the year 2025 thereby significantly increasing demands for livestock and livestock products; therefore a need for special emphasis on improvement of livestock productivity.

The Vision of livestock policy is: By year 2025, there should be a livestock sector, which to a large extent shall be commercially run, modern and sustainable, using improved and highly productive livestock to

ensure food security, improved income for the household and the nation while conserving the environment. The mission of the livestock policy is: To ensure that livestock resource is developed and managed sustainably for economic growth and improved human livelihoods. The overall objective of the National Livestock Policy is to develop a competitive and more efficient livestock industry that contributes to the improvement of the well being of the people whose principal occupation and livelihood is based on livestock. The specific objectives of the National Livestock Policy are to: (i) Contribute towards national food security through increased production, processing and marketing of livestock products to meet national nutritional requirements. (ii) Improve standards of living of people engaged in the livestock industry through increased income generation from livestock. (iii) Increase the quantity and quality of livestock and livestock products as raw materials for local industry and export. (iv) Promote integrated and sustainable use and management of natural resources related to livestock production in order to achieve environmental sustainability. (v) Strengthen technical support services, develop and disseminate new technologies. (vi) Develop human resources including livestock farmers. (vii) Promote production of safe and quality foods of animal origin in order to safeguard consumers. (viii) Promote the use of draught animal power and biogas utilization. (ix) Mainstream cross-cutting and cross-sectoral issues such as gender, HIV/AIDS, land and environment. In this case with the availability of 419,500 ha suitable for grazing, Makete District Council has significant potential areas in achieving the objectives of the National livestock policy.

2.3.6 Open Government Partnership (OGP)

The Open Government Partnership (OGP) is a global initiative that aims at promoting transparency, empower citizens, fight corruption and encourage use of new technologies to improve governance. The OGP was formally launched in New York on 20th September, 2011 by 8 founding members, namely; Brazil, Indonesia, Mexico, Norway, Philippines, South Africa, United Kingdom and United States. The OGP is overseen by a multi-stakeholder International Steering Committee comprised of Government and civil society representatives. One of the major benefits of OGP is to improve service delivery and make Governments more responsible and accountable to their citizens. Given the benefits of this initiative, Tanzania joined the Open Government Partnership Initiative in September 2011. The intention is to make the Government business more open to its citizens hence improve public service delivery, government responsiveness, combating corruption and building greater trust. As stipulated under the Tanzania OGP Action Plan of 2012/2013, the OGP commitments are focused on the four pillars namely transparency, accountability, citizen's participation and technology and innovation. Our main focus is in the Health, Education and Water sectors. On transparency, the commitment is to improve various government websites to enable citizens to access information freely and timely. A citizens Budget in simplified language has been produced. The aim is to make citizens aware of the national budget components.

To spearhead good governance across the Government, several key and crosscutting governance reforms are being implemented. These core reforms are; the Public Service Reform Program (PSRP), the Local Government Reform Program (LGRP), the Legal Sector Reform Program (LSRP), the Public Financial Management Reform Program (PFMRP) and the National Anti-corruption Strategy and Action Plan (NACSAP). In line with these reforms, sector specific programmes have been undertaken to improve service delivery through the implementation of Decentralization by Devolution (D-by-D). These programmes

constitute the policy and strategic framework for enhancing accountability, transparency and integrity in the use of public resources in order to improve service delivery in which Makete District council must adhere to in achieving its vision.

2.3.7 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

The Agricultural Sector Development Strategy (ASDS) provides a comprehensive strategy and framework for the implementation of the sector policies. The strategy defines the means for achieving the central objectives of the national agriculture and livestock policies. It is designed to create an enabling and favorable environment for improving productivity and profitability of the agriculture sector, which is expected to increase farm incomes in order to reduce rural poverty and ensure household food security. In addition in June 2009, the Tanzania National Business Council under its Chairman President Dr. J.M. Kikwete organized a two days meeting to discuss the policies and strategies for transformation of Tanzania's agriculture under the theme KILIMO KWANZA. The following were the resolution: To embark on KILIMO KWANZA as Tanzania's Green Revolution to transform its agriculture into a modern and commercial sector; to integrate KILIMO KWANZA into the Government machinery to ensure its successful implementation; to mobilize the private sector to substantially increase its investment and shoulder its rightful role in the implementation of KILIMO KWANZA and declared that the implementation of KILIMO KWANZA will comprise the following ten actionable pillars:

- i. Political will to push our agricultural transformation.
- ii. Enhanced financing for agriculture.
- iii. Institutional reorganization and management of agriculture.
- iv. Paradigm shift to strategic agricultural production.
- v. Land availability for agriculture.
- vi. Incentives to stimulate investments in agriculture.
- vii. Industrialization for agricultural transformation.
- viii. Science, technology and human resources to support agricultural transformation.
- ix. Infrastructure Development to support agricultural transformation.
- x. Mobilization of Tanzanians to support and participate in the implementation of KILIMO KWANZA

Since Makete District Council is one of the Government machineries for implementation of national policies, strategies and priorities, it will ensure that agriculture in the council is transformed in accordance with the ten KILIMO KWANZA actionable pillars.

2.3.8 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognised as a significant sector in employment creation, income generation, poverty alleviation and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP have lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services. This

requires an all embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused visions and appropriate strategies arising from well-designed SME policies. Based on the importance of this sector and its potential, the SME Development Policy has been designed to revitalise the sector to enable it to contribute to the objective of the National Development Vision 2025. Furthermore, it aims at creating a mechanism to put in place an effective institutional framework for its implementation, coordination, monitoring and evaluation. Central to all these strategies is the ultimate objective of attaining rural industrialisation in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionising the SME sector to make it sustainable agent of stimulation of growth of the economy.

The **vision** of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilisation of available resources to attain accelerated and sustainable growth. The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The **overall objective** of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy

The policy covers the following key areas: Reviewing and reconsidering public policies and regulations that discriminate against or hinder the start-up, survival, formalisation and growth of SMEs, Enhancing the growth of the sector, Identifying and assigning clear roles of key actors, Developing strategies that will facilitate provision of financial and non financial services to SMEs, Developing and institutionalising public private partnerships for SME sector development. In achieving policy objectives the government will: Enhance implementation of programmes aimed at simplification and rationalisation of procedures and regulations so as to encourage compliance and minimise transaction cost. Continue to improve the physical infrastructures and provision of utilities in collaboration with Local Authorities, private sector and development partners, Promote entrepreneurship development through facilitating improved access of SMEs to financial and non-financial services, Enhance the capacity of institutions providing business training to SMEs, Facilitate and support programmes aimed at increased access of information pertinent to the development of SMEs, facilitate acquisition and adaptation of technologies as well as enhance networking between R&D Institutions and SMEs in a bid to upgrade technologies so as to raise the productivity and competitiveness of the sector, Be committed to facilitating support programmes aimed at improving SMEs' access to market. Facilitate the establishment of manufacturing enterprises in rural areas so as to add value to agro products and facilitate strengthening of institutions and associations supporting the SME sector. Since industrialisation in Makete District Council is limited to small scale, the District Council has the role of coming up with strategic options of using the available opportunities provided by the government to enhance the capacity of SMEs in the council.

2.3.9 Local Government Reform Programme

The Government of Tanzania is currently implementing the second phase of Local Government Reform Programme (LGRP II) amidst both progressive and gendered policies and strategies aimed at attaining gender equity, democracy and sustainable development. The overall goal of LGRP II is to achieve accelerated and equitable socio-economic development, public service delivery and poverty reduction across the country. In relation to the overall goal, the overall programme purpose of LGRP II is to achieve devolution of Government roles and functions, and to that end transform LGAs to competent strategic leaders and coordinators of socio-economic development, accountable and transparent service delivery and poverty reduction interventions in their areas of jurisdiction.

However, local governance is facing a number of development bottlenecks in reference to the implementation of the D-by-D policy. Some of the bottlenecks include lack of strategic leadership, inadequate involvement of the public, civil society and private sector, lack of capacity and gender awareness/gender mainstreaming and sensitivity among councilors and senior managers, lack of career and staff development plans in most LGAs and there are poor relations between councilors and council staff. Makete District Council as implementing institution shall ensure that the goal and purpose of LGRP II is realized through enhanced service delivery.

2.3.10 Sustainable Development Goals (SDGs)

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th September, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals by 2030 deadline. Therefore Makete District Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavour. The Sustainable Development Goals which Makete District Council should contribute to achieve in long term are summarized below.

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

Goal 5: Achieve gender equality and empower all women and girls

Goal 6: Ensure access to water and sanitation for all

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17: Revitalize the global partnership for sustainable development

Generally the Sustainable Development Goals (SDGs) is focusing in all aspects human growth and development that Makete District council should direct its resources in achieving them. The SDGs focus at key issues of: No Poverty, Zero Hunger, Good Health and Well-being, Quality Education, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Decent Work and Economic Growth, Industry Innovations and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Responsible Production and Consumption, Climate Action, Life below Water, Life on land, Peace Justice and Strong Institutions, Partnership for Goals (Finance, Technology, Capacity-Building, Trade, Systemic issues, data, monitoring and accountability) the district council is responsible in addressing all of the identified issues in promoting development of its people and meeting the Global targets.

CHAPTER THREE

STRENGTH, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC) ANALYSIS, STAKEHOLDERS ANALYSIS AND RISK ANALYSIS

3.1 Strength, Weaknesses, Opportunities and Challenges (SWOC) Analysis

In providing quality socio economic services to achieve sustainable development of the Community, Makete District council requires effective utilisation of its internal strength and opportunities to address the existing external weaknesses and challenges. The internal and external situational analysis conducted in the District identified different strengths, weaknesses, opportunities and challenges that need to be addressed and exploited. The following is the summary of SWOC analysis of the Makete District Council.

3.1.1 Strengths

- The Council has a wide range of staff in most of the sectors.
- There are qualified staff in some of the sectors
- There are Transport and service infrastructures
- The Council has some modern work tools and equipment.
- There are potential revenue sources
- The council have a strong own source revenue base
- There are by-laws to enforce council resolutions
- The council has a functioning leadership structure up to hamlet level.
- There is a well committed management team.
- The council has good relationship with development partners (other service
- Availability of health facilities in some wards and villages

3.1.2 Weaknesses

- Shortage of qualified staff in some sectors
- There is shortage of work tools and equipment
- The council has inadequate reliable own revenue source
- There is low capacity to enforce the by-laws
- There is low stakeholders participation in the planning process
- There is weakness in mobilization and management of resources
- There is poor service delivery management system especially in the education sector
- There is high environmental destruction.
- The rural and district roads are in poor condition
- Staff working conditions are not conducive
- Agriculture technology applied is poor
- Low level of education among communities
- There is no good governance (transparency and accountability)
- There is poor data management and management information system
- Lack of clear feedback systems
- There is no proper system for coordinating children's in most vulnerable situations
- There is no library services to meet majority people at grassroots level

3.1.3 Opportunities

- Availability of arable land suitable for productions
- Suitable weather for production.
- Availability of tourist attractions
- Availability of plenty water Resources
- Availability of electric within the district
- Availability of morale workers
- Availability of Development Partners supporting development
- Availability of Government Grants for service delivery and developments
- Availability of Plenty natural resources
- Availability of electricity in the district
- Availability of communities with high morale
- Existence of other institutions as service providers
- Availability of parliament Acts, supplements and Government Policies
- There is a good administrative structure from the Central and local government levels
- Good Political will in the State

3.1. 4 Challenges

- High outflow of workers
- High HIV/AIDS infection (high infection and affection rate)
- There is a big outflow of workforce
- Low employment rate in the district council
- Free education policy
- Existence of poverty among the Community
- Existence of Political interference among the community.
- Existence of MVC among the community.
- High operating costs due to the district's geographical location
- Existence of high maternal and infant mortality rate
- Low economic growth
- Climatic changes
- Low morale from the community in contributing in Education Sector due to Free Education Policy
- Low skills and knowledge to some staff
- Ineffective working tools (tear and ware out)
- Unexpected elections (By-election) due to unforeseen circumstances

3.2 Stakeholders Analysis

The district has a number of stakeholders with vested interests and capacity in the pursuit of the district council in performing its duties. This analysis was carried out so as to demine the stakeholders' needs, characteristics, capacity, role and expectations from the district council. The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analysing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim being to help maximize the social, economic and institutional benefits of the target groups and ultimate beneficiaries, and minimise its potential negative impacts (including stakeholder conflicts).

Table 29: Stakeholders Analysis Matrix for Makete District

No	Stake holder	Characteristics and Capacity	Role	Expectations	Potential impact for not meeting their expectation
1	Development Partners (UNICEF, DADPS)	International Organizations High Financial Capacity	Financing Development Projects	Implementation of poverty alleviation programs Observation of principles of good governance in the utilization of local and foreign grant/ aid political inevitability	Withdraw or delay of development partner support. Failure to achieve the intended objectives. Loss of trust to the council
2	Central government	Public entity Controller of public fund High Financial Capacity	Budgetary allocations Policy Formulation and Supervision	Proper implementation of Policies Proper utilization of public fund Preservation of rule of law Transparency and accountability of the council to people and central authority Proper utilization of central government grants	Withdraw or delay of grants from the central government Social and economic instability Failure to achieve the intended objectives
3	Political parties	Contest and control the government To enroll new Party members	Influence maintenance of peace and harmony Ensure Party Manifesto implementation	Remain in Power for life Good governance (transparency and accountability) Fair distribution of public resources.	Low participation of the community in development activities Political instability No peace among the community
4	Social groups (Elders, Disabled, MVCs, widows, widowers)	Marginalized Over dependency Low financially capacity few in number	Receiving aids and assistance To be facilitated	Improved livelihood Improved human dignity Equitable access of social services	Loss of hope Turn to beggars Social instability
5	Community	Low and income earning Inadequate skills and knowledge Great in-kind contribution know many things at their local area over dependent to government	Participate in all level of Development Provide their work force to development activities Project ownership employ their deliberate efforts for their	Receive good services Equitable distribution of resources equitable distribution of socioeconomic services Pulled out poverty wheel Sustainable development	Low participation in development activities and tax payment Low contribution in social economic activities Poor community development

No	Stake holder	Characteristics and Capacity	Role	Expectations	Potential impact for not meeting their expectation
			development		
6	Business people	Middle income Concentrate in business evade paying tax	Pay tax Participate in development process	Reliable market Well established economic development infrastructure Proper implementation of business policy Conducive business environment	Low participation in development activities Evade to pay levies and tax Price fluctuation Stagnation of economic growth and development
7	NGOs CBO and FBOs	Internal and external oriented Solicit Funds from different donors Self concerned centered Retain some amount of solicited fund for Organization running cost Some are stewardship oriented	Support government in service delivery to community Cater gaps of development activities Educate community on different factors Facilitate development activities	Council support to their effort Proper management of provided resources Political stability Council recognition of their development roles Proper management of public resource Coordination between NGOs, FBOs, CBO and the Community Technical support -Good governance and transparency	Withdrawal in service provision Overlapping activities in one area Change of directives of organization interest Loss of trust to council Miss – management of resources Failure to achieve the intended objectives
8	Workers organization (TUGHE, TALGHU, TUCTA)	Formulation of organizations	Formulation of associations Maintain social cultural dignity Decision making	Conducive working environment. Fair treatment of employees High working morally	Poor performance Body court poor employee performance
10	Investors	Internal and external oriented Invest in small and large scale projects low cost of investment Maximize profit	contribute in economic growth Pay prescribed taxes and levies Adhere to prevailing investment principles Contribute in Community development process	Conducive environment for investment Investment favoring Policies Political stability Transparency and accountability Recognized and respected Peace and harmony with surrounding local people	Idle investment opportunities Low economic growth Exacerbate Unemployment Decrease in local revenues Conflict of interest between investors and natives

3.3. Risks Management

Makete District Council is exposed to the expression of the likelihood and impact of an uncertain, sudden and extreme events that, if it occurs, have/ may impact negatively (threat) on the achievement of a plan. The District requires a systematic approach to managing risks throughout the whole organization by identifying, assessing, understanding, acting on and communicating risk issues for efficiently and effectively implementation of the plan. Working in achieving its objectives in a rapidly changing world, Makete District Council needs an integrated organization-wide approach to manage uncertainty. However, adopting such an organization-wide approach to risk management is a continuous, pro-active and systematic process to managing risk implies a significant change in council's management culture at all levels. For risk management in Makete District Council, the following risks were identified for mitigation.

Table 30: Risk Analysis Matrix of Makete District Council

Risk	Description of risk	Type/ category of risk	Likelihood of risk	Impact of risk	Risk management
Political conflict during election	Dissatisfaction of election results	Political	Medium	Deny voting	Education before election
Financial overdependence	80% of Financial support is from Central Government	Financial	High	Failure to meet predetermined targets Failure to implement planned projects	Strengthen own sources collection
thunderstorm	During rainy season normally thunderstorm occurs	Environment	High	Destruction of IT systems Cost life of people Power cut off	The use of lighting arrester Civic education
Fire outbreak	The electronics system area of Makete DC building connected in one and not well secure Forest around the buildings may cause fire any time. Inadequate fire extinguisher in the building	Economical Environmental Cultural	High	Properties destruction Destruction of farms	Education remove surrounding forests

Risk	Description of risk	Type/ category of risk	Likelihood of risk	Impact of risk	Risk management
High prevalence of HIV/AIDS	The prevalence is beyond national Standards (5%). Currently is 14%	Social	High	Loss of manpower Deaths Impede development	Education to community on how to prevent from HIV new cases.
Draught	Deforestation Some trees planted are not Environmental friendly Extensive bush fire -Climate change	Environmental	Low	Environmental destruction Low production Low income earning Land slide occurrences	Afforestation prevent bush fire
Ice/Snow	Geographical location of the district	Environmental	High	Low production of crops Destruction of crops Frost burn	Type of crops to cultivate Education on suitable time for production Use of calendar cycle Prepare time table for various crops cultivation
Heavy rain	Due to geographical location the district experiences heavy rain	Environmental	High	Destruction of roads and crops	Timing of various activities interventions
Hurricane	Geographical location	Environmental	High in some areas	Destruction of settlement Displacement of properties	Education on construction of strong buildings
Fiber crime	Advanced of Technology and mobile devices may cause problems and great loss	Technological	High	Increase crime prosecution	Provision of education to users
Hackers and Viruses	Existence of hackers and viruses may	Technological	High	Loss of documents	Establishment of backups system Installation of

Risk	Description of risk	Type/ category of risk	Likelihood of risk	Impact of risk	Risk management
	lead to destruction of important information and theft				genuine Ant-viruses
Unfaithful Staff	Some of the staff are not faithful which may lead to failure in meeting the set Objectives and Targets of DC	Organizational	Medium	Loss of fund Failure to provide socioeconomic services	Education to the concerned Carefulness in recruitment eliminate unfaithful staff
Earthquake	Geographical location lead to irregular occurrences of earth quake	Geographical	Low	Destruction of properties	Prior Precaution to prone areas Adhere to Disaster managements policy

3.3.1 Risk Mitigation

In controlling the identified risks, the Makete District Council shall adopt some mitigation measures for smooth implementation of the strategic plan.

(i) To foster a supportive work environment for self-reliance

Risk management serves as a tool for analyzing causes and consequences of difficult situations rationally and systematically. This enables staff to account for risk management decisions by explaining reasons and evidence on which they are based and thus increases confidence and self-reliance. It is a tool for proactive thinking, learning from experience and for improving teamwork. It leads to improved stewardship and accountability.

(ii) To increase the credibility of the District

Risk management improves results and gives assurance to member states and other stakeholders that goals will be met and thus improves the organization's credibility and reputation. Effective risk management enables us to avoid costly surprises both in terms of spending and credibility or reputation.

(iii) Wisely allocation of resources by the management team

Having conducted risk management will help the Makete District Councils' senior management to plan strategically, allocate resources more wisely. It enables more responsible decision-making and helps to

constrain threats to the organization. Monitoring the results of risk management will become a part of performance auditing ensuring a closer link between expected outcomes, results and evaluation. Existing management and reporting mechanisms will be used in order not to increase staff workload.

(iv) To increases efficiency

To maximize its impact, an organization has to take risks. Managing risk enables Makete District Council to take the lead in its field of competence and achieve better results especially working in adverse or unreliable environments. Risk management facilitates decision making and priority-setting and thus contributes to achieving the organization's objectives more efficiently.

(v) To facilitate innovation field

To be innovative implies taking risks. Risk management encourages staff to take risks wisely, which means it supports innovation while insuring prudent decision making and maintaining stakeholder trust.

CHAPTER FOUR

VISION, MISSION, STRATEGIC OBJECTIVES, CORE VALUES, KEY TARGETS, STRATEGIES AND PERFORMANCE INDICATORS

4.1 Vision

The Vision of Makete District Council is to provide quality Socio-economic Services to achieve Sustainable Development of the Community by 2025

4.2 Mission

The Mission of Makete District Council is to provide quality Socio-economic Services to community through proper utilization of resources for sustainable development.

4.3 Strategic Objectives

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced
- F. Social welfare, gender and community empowerment improved
- G. Emergence preparedness and disaster management improved
- H. Management of natural resources and environment improved
- I. Information and communication Technology improved

4.4 Core Values

The implementation of the Makete District Council's strategic Plan is guided by 6 major core values that constitute what the council values most, such that all staff must adhere during the whole period of implementation. The core values which guide this strategic plan are:

- Integrity
- Good Governance
- Quality Services delivery
- Accountability, Commitment and Responsibility
- Community Participatory
- Adhering to Sustainable development

4.5 Strategic Objectives, Result Area, Key targets, Strategies and Performance Indicators

4.5.1 Strategic Objectives 1

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

Result Area: Human Resource and Administration

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	Awareness creation on Stigma, denial, gender based violence and cultural norms in relation to HIV and AIDS increased from 1959 staff to 3278staff by 2025	Allocate fund Build capacity to the council staffs to combat on stigma, denial, gender based violence and cultural norms in relation to HIV and AIDS. Facilitate staff with HIV/AIDS by allowance provision	Number of Staff with awareness on the issues related to HIV/AIDS
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Awareness creation to all Council staff and community on National Anti- corruption strategy enhanced by 2025.	Allocate fund Update Anti-corruption strategy Involve all stake holder on combating corruption Fast track corruption cases on Council disciplinary Committee	Number of staff practicing National Anti-Corruption Strategy
E. Good governance and administrative services enhanced	Qualified staff in the Council increased from 1959 to 3278 by the year 2025	Allocate fund Strengthen the recruitment process in adhering to existing procedures. Submission of recruitment permit to	Number of qualified staff in the Council

Strategic Objective	Target	Strategies	Performance Indicator
		Cover professional gaps annually	
E. Good governance and administrative services enhanced	Thirty eight (38) Office buildings and Twenty seven (27) accommodation houses in the Council, Wards and Villages are constructed and renovated by the year 2025	Allocate fund Construct 3 Office buildings in the Council and Office buildings of Iwawa Town Authority Construct 23 office buildings in villages/Mitaa, 10 ward office buildings and 27 staff quarters Renovate 5 staff houses in Wards	Number of buildings constructed and renovated
	Conducive working environment to all staff ensured by the year 2025	Allocate fund Conduct in house training for Departmental employees Promote staff Provide working tools and incentives Construct Staff houses Construct 3 football play grounds Train employees on employment policy and laws Ensure integrity on service delivery to customers/employee Install ICT equipments in the District Council's Office	Status of staff working environment
	270 Statutory meetings at Council level and 4180 in the lower level being	Allocate fund Conduct 93 Villages Council meetings	Number of meeting conducted

Strategic Objective	Target	Strategies	Performance Indicator
E. Good governance and administrative services enhanced	held by the year 2025	Conduct 3720 Village assembly Conduct 460 Ward committees Follow up and Supervise the VEOs and WEOs on meeting conduction Train on proper minutes writing and records keeping Capacitate/Train the Village Council on their vital roles and responsibilities	
E. Good governance and administrative services enhanced	Awareness on roles and responsibility to Staff, political leaders in 93 villages, 23 wards and Iwawa Town Authority created by the year 2025	Allocate fund Train 32 councilors on leadership skills, customer care and Project Management. Advocacy meeting to 93 village chairpersons on their roles and responsibility Conduct in house training for departmental employees to perform their daily mandatory obligations	Number leader and council staff trained
	Comprehensive pay and incentive policy prepared by the year 2025	Allocate fund Identification of payment schemes and needs from different departments Skills enhancement	Training policy in place

Strategic Objective	Target	Strategies	Performance Indicator
		and job payment for staff	
E. Good governance and administrative services enhanced	Public opinion collection strengthened by year 2025	Allocate fund Increase suggestion boxes at public places Train community on the importance of the use of suggestion boxes. Community awareness on various issues such as by- laws, Emergency and Disaster Management.	Number of opinion collected

4.5.2 Strategic Objectives 2

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- D. Quantity and quality of economic services and infrastructure improved

Result Area: Agriculture, Irrigation and Cooperatives

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS awareness created by 100% to all agriculture staff by 2021	Incorporate HIV/AIDS issues in every departmental meeting and activities provide health services to all agriculture staffs proven HIV/AIDS positive	Percentage of awareness created
B. Effective implementation of the National Anti-corruption Strategy	Awareness to Agriculture Department staff on National Anti-corruption strategy	Impart knowledge to Staff concerning the National Anti-corruption strategy	Incidences of corruption cases reported

Strategic Objective	Target	Strategies	Performance Indicator
Enhanced and Sustained	enhanced by 2021.	Involve all staff on combating corruption Allocate fund for training	
D. Quantity and quality of economic services and infrastructure improved	Increased food and cash crops production per area from 6000 tons (cash crops)and 170,000(food crops) to 9000 tons(cash crops) and to 200,000 tons (food crops) by 2021.	Allocate fund for Monitoring ,supervision and Evaluation Carry out monitoring, and supportive supervision of DADPS activities. Promote working morale to Agriculture staffs by ensuring their statutory allowances. Facilitate establishment of FFS and demo plots in all villages. Carry out daily office running expenses Prepare department budget in each financial year Pay monthly utilities expenses Provide agricultural inputs and equipments	Number of tons increased.
	Increased fruit Crop production from 4 tons/ha to 8 tons/Ha by 2021.	Allocate fund for Monitoring, supervision and Evaluation. Carry out monitoring, and	Number of tons per hectare increased

Strategic Objective	Target	Strategies	Performance Indicator
	Increased fruit Crop production from 4 tons/ha to 8 tons/Ha by 2021.	supportive supervision of DADPS activities. Promote working morale to Agriculture staffs by ensuring their statutory allowances. Facilitate establishment of FFS and demo plots in all villages. Carry out daily office running expenses Prepare department budget in each financial year. Pay monthly utilities expenses Provide agricultural inputs and equipment's	
	Maintained DADPS projects, office and car by June 2021.	Allocate fund for car services Carry out monitoring, and supportive supervision of DADPS activities. Provide statutory allowances to Agriculture staffs 1.4 provide office utilities	Number of Percentage increased
	Extension services improved from 70% to 80% by June 2021.	Facilitate establishment of FFS and demo plots in all villages. Provide motor cycle to Extension staffs	Number of percentage services increased

Strategic Objective	Target	Strategies	Performance Indicator
	Increased Cooperative societies from 48 to 60 by 2021.	Conduct audit to Cooperative societies Register new Cooperative societies Allocate fund for supervision and follow-up	Number of Cooperative societies increased
	Created conducive environment for investment in agriculture related opportunities by 2021	Advertise investment areas Prepare investment policy Attract investors to invest in Agriculture	No of agriculture investment established

4.5.3 Strategic Objectives 3

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- D. Quantity and quality of economic services and infrastructure improved
- C. Access, quality and equitable social service delivery improved

Result Area: Water

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	Staff meeting concerning HIV/AIDS increased from 1 meeting quarterly in 2016 to 3 meeting quarterly by 2025	Sensitize staffs on Aids protection and awareness. Schedule time for staff training.	Number of staffs meeting conducted.
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Awareness to department staff on National ant-corruption strategy enhanced by 2025.	Conduct staff meetings on ant-corruption. Implement by laws and regulations.	Number of by-laws formulated.

<p>D: Increased Quantity and Quality of Social Service Infrastructures</p>	<p>Sustainable supply of clean and safe water to resident at a distance of not more than 400m increased from 53.9% in 2016 to 80% by 2025.</p>	<p>Construct new Water Projects. Rehabilitate existing water project. Preserve water catchment areas. Extend/Expand existing water supply schemes.</p>	<p>Percentage of residents fetching water within a distance of less than 400m.</p>
	<p>Village water committees and village water fund increased from 8 in 2016 to 32 by 2025.</p>	<p>Sensitize community on importance of village water committee. Formulate and register Community Owned Water Supply Organizations (COMSO's). Formulate Water User Groups. (WUG)</p>	<p>Number of registered COMSO's and WUG.</p>
	<p>Villages capacitated on hygiene and sanitation practices increased from 44 villages in 2016 to 97 villages by 2025.</p>	<p>Sensitize community on hygiene and sanitation. Support supervision to the community. Supply water to constructed toilet facilities. Supply reliable safe and clean water</p>	<p>Number of households with toilet facilities and using drinking treated water.</p>
<p>C. Access, quality and equitable social service delivery improved</p>	<p>Environmental sanitation and school hygiene improved in the community and maintained by 2025.</p>	<p>Allocate fund. Construct hand wash facility and toilets. Train community on hygienic and sanitation practice.</p>	<p>Number of school with Improved Toilets and Hand wash facility</p>

4.5.4 Strategic Objectives 4

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced
- H. Management of natural resources and environment improved

Result Area: Land and Natural Resources

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	Departmental meeting conducted on HIV/AIDS new infection reduced from 14% in 2016 to 0% by 2025	Conduct departmental meeting Create Awareness	Number of departmental meeting conducted
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Departmental meetings conducted on implementing anti-corruption strategy by 2025	Organise departmental meetings on fighting corruption	Number of Departmental meeting organized
E. Good governance and administrative services enhanced	Enforced Land Development Act (1999) from 50% in 2016 to 90% by 2025	Create awareness to the community. Allocate funds for plots surveying activities.	Percentage of land Development act Enforced
D. Quantity and quality of economic services and infrastructure improved	Surveyed plots residential, commercial, and investment increased from 2110 to 3000 by 2025	Create awareness to the community. Allocate funds for plots surveying activities. Build capacity to the community	Number of surveyed plots.
	Awareness creation on tourism to the community being increased from 20% to 70% by 2025	Publication Awareness creation to the community	Percentage of awareness created

D. Quantity and quality of economic services and infrastructure improved	Create 1 comprehensive tourism database by 2025	Create reporting form to various tourism stakeholders Submit tourism reporting form	Tourism database created
	Surveyed plots residential, commercial, and investment increased from 2110 to 3000 by 2025	Create awareness to the community. Allocate funds for plots surveying activities. Build capacity to the community	Number of surveyed plots.
H. Management of natural resources and environment improved	Forest management and awareness increased from 30% to 80% by 2025	Create awareness to the community Allocate fund for forest management Build Capacity to the community	Percentage of forest management and awareness
	Increased Council forest hectares from 85 in 2016 to 269.05 ha by 2025.	Allocate fund for council forest improvement Create awareness to the community	Number of Council forest hectors improved
	Council forest plantation increased from 2 in 2016 to 3 by 2025	Site selection for plantation Allocate fund for plantation establishment Improve silviculture operation	Number of Council plantation increased
	Village with Land Use plans increased from 20% in 2016 to 45% by 2025	Create awareness to the community. Allocate funds for plots surveying activities. Build capacity to the community	Number of villages with Land use Plans

4.5.5 Strategic Objectives 5

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved

Result Area: Primary Education

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS awareness maintained 100% to all staff, teachers and pupils by the year 2025	Incorporate HIV/AIDS issues in every departmental meeting and in sporting activities Provide health services to all teachers proven HIV/AIDS positive	Percentage of awareness
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Awareness to Education Department staff on National Anti- corruption strategy enhanced by 2025.	Impart knowledge to Staff concerning the National Anti- corruption strategy Involve all staff on combating corruption 1.3 Allocate fund for training	Incidences of corruption cases reported
C. Access, quality and equitable social service delivery improved	Primary Education sector operation, monitoring, supervision and evaluation increased from 80% to 100% by year 2025	Allocate fund for Monitoring ,supervision and Evaluation Carry out monitoring, and supportive supervision in all schools and adult education centers Promote working morale to teachers by ensuring their statutory allowances Facilitate smooth teaching and learning process in all schools Carry out daily office running expenses Prepare department budget in each	Number of Percentage enhanced

Strategic Objective	Target	Strategies	Performance Indicator
		financial year Pay monthly utilities expenses	
C. Access, quality and equitable social service delivery improved	Pass rate in standard VII,IV,II and vocational training increased from 80% in 2015 to 90% by 2025	Organize, coordinate and conduct Standard VII, IV,II and vocational training examinations Primary school teachers upgrade academically by going further studies Conduct academic meeting for education stakeholders to evaluate education sector performance Establish and improve infrastructure for special needs education	Number of Percentage increased
	Primary school pupils participation in sports and games increased from 40 in the year 2015/2015 to 80 % by 2015	Coordinate sports and games competition to all primary schools Conduct short courses training on sports and games teachers	Number of Percentage increased

4.5.6 Strategic Objectives 6

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved

Result Area: Secondary Education

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS Education provided to teachers and students in 21 secondary schools by 2025	Sensitize teachers and students on HIV/AIDS prevention Encourage teachers and students attend VCTs	Number of teachers and students provided with HIV/AIDS education
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Establish Anti-corruption clubs in all 21 secondary schools by 2025	Encourage teacher and students in forming Club Involve POCB officers in forming clubs	Number of Anti corruption Clubs formed
C. Access, quality and equitable social service delivery improved	Department performance in education management increased from 70% in 2015/16 to 94% by 2025	Improve transparency, responsibility and accountability at head quarter personnel	Percentage in departmental personnel performance increased
	Title deeds processed in all 19 secondary schools by 2025	Sensitize communities contributions 3.2.1 Ask Land office to make survey and produce costs of each school.	- Number of title deeds processed and in place
	Increased teaching and learning materials in all secondary schools from 65% in 2015/16 to 95% by 2025	Provide data to PORALG requesting provision of teaching and learning materials Use capitation grant	Percentage of teaching and learning materials increased

Strategic Objective	Target	Strategies	Performance Indicator
		in buying teaching and learning materials	
C. Access, quality and equitable social service delivery improved	Increased Tables and chairs of students from 4,914 in 2015/16 to 8,119 by 2025	Sensitize community in furniture making Mobilize Education Partners in making student's tables and chairs	Number of table and chairs made
	Staff houses increased from 104 in 2015/16 to 250 by 2025	Sensitize communities in building staff houses Writing project proposals requesting funds from Education partners Involve stakeholders in fund raising	Number of staff houses built and put in use
	Working morale of secondary school teacher's increased from 70% in 2015/16 to 97% by 2025	Provide incentives Ensuring payment of statutory allowances	Percentage of working morale increased
	Four New Secondary Schools established in 4 wards that do not have any by 2021	Sensitize communities in construction new secondary schools Involve stakeholders in fund raising Encourage 4 wards that do not have secondary school in mobilization of resources.	Number of new secondary schools established in 4 wards
	A - Level secondary schools increased from 3	Sensitize communities to	Number of secondary schools built

Strategic Objective	Target	Strategies	Performance Indicator
	in 2015/2016 to 8 by 2021	building hostels Writing project proposals requesting funds from Education Partners Involve stakeholders in fund raising	
C. Access, quality and equitable social service delivery improved	Administration blocks in secondary schools increased from 5 in 2015/16 to 21 by 2021	Sensitize community in construction of administration blocks. Writing project proposal requesting funds from Education Partners Involve stakeholders in fund raising	Number of administration blocks built and put in use
	Assembly halls in secondary schools increased from 1 in 2015/16 to 21 by 2021	Sensitize community to contribute assembly halls construction Prepare project proposals for funds soliciting Involve stakeholders in fund raising	Number of assembly halls built
	Increased hostels in secondary schools from 23 in 2015/16 to 46 by 2021	Sensitize community in building dormitories/ hostels write project proposal requesting funds Involve stakeholders in fund raising	Number of hostels constructed

Strategic Objective	Target	Strategies	Performance Indicator
	Adult Education Centers (IPPE) increased from 4 in 2015/16 to 8 by 2025	Sensitize community in construction of Adult Education centers Mobilize funds from Education partners	- Number of Adult Education centers constructed
C. Access, quality and equitable social service delivery improved	Environmental Conservation practices exercised in 21 secondary schools by 2021	Train Secondary schools on the importance of environmental conservation 1.2 Allocate fund for training	Number of secondary schools exercising environmental conservation
	Secondary schools participated in Sports and Games by 2021	Sensitize secondary schools in Sports and Games Involve stakeholders in supporting Sports and Games	Number of secondary schools participated in sports and games
	Increased Pass rate in; - Form Two National Assessment (FTNA) from 70% in 2015/16 to 98%, - Certificate Secondary Education Examination (CSEE) from 71% in 2015/16 to 95%, - Advanced Certificate Secondary Education Examination (ACSEE) from 80% in 2015/16 to 99% by 2021	Emphasize student's centered teaching and learning processes Increase follow up, monitoring and supervision in teaching and learning processes Encourage in house training and INSET programs Provide motivation to teachers and students	Percentage of student passed

4.5.7 Strategic Objectives 7

D. Quantity and quality of economic services and infrastructure improved

Result Area: Livestock and Fisheries

Strategic Objective	Target	Strategies	Performance Indicator
D. Quantity and quality of economic services and infrastructure improved	Number of livestock death reduced from 13% in 2016 to 8% by June 2021.	Increase prevention and treatment of livestock diseases Allocated fund for treatment	Number of tons increased.
	Livestock infrastructure increased from 36 in 2016 to 45 by June 2021.	Allocate fund for construction Provide fund for livestock infrastructure.	Number of tons per hectare increased
	Number of dairy cattle increased from 2757 in 2016 to 3500 by June 2021	Allocate fund for construction 1.2. sensitize community to engage in dairy cattle	Number of dairy Cattle
	Hectares of improved pastures increased from 319 in 2016 to 500 hectares by June 2021.	Allocate fund for facilitation Conduct school farm training Provide fund for pasture purchasing	Number of hectares of improved pastures
	Working environment of extension staffs improved by June 2021.	Allocate fund for to facilitate office operation	Status of working environment to staff

4.5.8 Strategic Objectives 8

A. Services improved and HIV/AIDS infections reduced

B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained

C. Access, quality and equitable social service delivery improved

G. Emergency preparedness and disaster management improved

Result Area: Health

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	Care and treatment for people living with HIV/AIDS increased from 10,000 in 2016/17 to 15,000 by the year 2025.	Build Capacity to health providers on CTC Sensitize community on utilization of CTC and proper use of ARVs. Ensure Equitable access to quality VCT, PITC, and PMTCT services Conduct monitoring and evaluation on CTC, VCT and PITC services Build Capacity to C-HBC at community level	Number of People living with HIV/AIDS receiving CTC services
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Corruption in health services delivery reduced from 1% to 0% by 2020/2021	Build capacity to health workers at all levels on ant corruption	Enhance good governance and accountability
C. Access, quality and equitable social service delivery improved	Shortage of medicine, medical equipment dental and lab supplies in Makete reduced from 87.37 to 70% by the year 2020/2021	Allocate fund for essential medicine, medical equipment and lab supplies. Provide guidelines in primary health facilities to promote rational use of Medicines Involve community on CHF practiced at all wards and villages Distribution adequate drugs, reagents and medical	Percentage of medicine, medical equipments, dental and lab supplies available

Strategic Objective	Target	Strategies	Performance Indicator
		<p>equipment's at all levels Build Capacity for new employee on medicine, medical equipment and lab supplies.</p>	
<p>C. Access, quality and equitable social service delivery improved</p>	<p>Organization structure and institutional management capacity at all levels strengthened from 44% to 50% by year 2020/2021</p>	<p>Conduct regular supportive supervision and distribution of drugs and supplies to all health facilities Allocate fund for maintenance of vehicles and procurement of tires Build capacity to health care staff on HMIS Provide HMIS tools.</p>	<p>Percentage status of Organizational Management</p>
	<p>Maternal Mortality rate decreased from 130 to 80 per 100,000 live births and under-five mortality from 24 to 12 per 1000 live births by 2020/2021</p>	<p>Build Capacity for maternal, neonatal, and child intervention for service providers at all levels of health service delivery (<i>BEmONC and CEmONC</i>), IMCI. Strengthen health system for quality improvement of maternal, newborn and child care at all levels of health service delivery Facilitate Community mobilization and involvement on maternal services</p>	<p>Number of maternal and under-five mortality rate.</p>

Strategic Objective	Target	Strategies	Performance Indicator
C. Access, quality and equitable social service delivery improved		Conduct advocacy for maternal newborn and child health at all levels Provide IMCI to Community Establish CEmONC at Matamba health Centre.	
	Health facility deliveries increased from 5% to 15% by 2020/2021.	Recruit and retain skilled health providers in all health facilities. Construct new dispensaries and health centers to villages and wards respectively. Sensitize Community on the importance of health facility delivery and hazards of home delivery Procure medical and medical supplies Build Capacity of village health workers on identification of pregnant women at lower level Improve proper data management at all level	Number of deliveries at Health facilities.

Strategic Objective	Target	Strategies	Performance Indicator
C. Access, quality and equitable social service delivery improved			
C. Access, quality and equitable social service delivery improved	Immunization coverage to under one year increased from 84% to 95% by 2020/2021	<p>Provide immunization services as stipulated by ministry of health and shall be offered by Government, NGOs, Private and voluntary health facilities</p> <p>Provide timely and constant availability of appropriate vaccines, LP gas, kerosene and supplies in all health facilities.</p> <p>Sensitize the Community at all levels regarding vaccination to their children</p> <p>Conduct Health facilities outreach immunization services</p> <p>Ensure Proper management of vaccines at district and health facility</p> <p>Supervise timely and proper surveillance of immunizable diseases</p> <p>Conduct Bi annual supplementation of</p>	Percentage immunized children increased

Strategic Objective	Target	Strategies	Performance Indicator
C. Access, quality and equitable social service delivery improved		Vitamin A and deworming. Identify low performing Health facilities on immunization Improve immunization services at new Health facilities	
C. Access, quality and equitable social service delivery improved	Burden of Malaria reduced from 11% to 5% by 2020/2021	Ensure proper Malarial case management Treat Malaria in pregnant women(IPT) Facilitate Integrated malaria Vector control Provide proper supply of ITN at all level Facilitate Information Education and communication/ behavioral change communication Ensure availability of ant malarial at district and health facility levels	Number of Malaria Cases treated
	Shortage of skilled and mixed human resources for health reduced from 38% to 30% by year 2020/2021	Introduce an incentive package that will attract health workers to work in Makete. Train unskilled staff in various medical cadres Promote Job enrichment. Improve working	Number of skilled health staff recruited

Strategic Objective	Target	Strategies	Performance Indicator
		environment.	
C. Access, quality and equitable social service delivery improved	Quality of traditional services from all traditional healers strengthened from by 2020/2021	Provide IEC and advocate for traditional and alternative medicine services Conduct regular supportive supervision to all traditional healers in the district. Promote Documentation of the traditional and alternative medicine services in the District.	Number of traditional healers providing services according to National guidelines.
	Percentage of under five years with underweight reduced from 15 % to 5% by 2020/2021	Build capacity to Health staff on stunting and disability. Advocate social mobilization on nutrition. Promote health reproductive behavior Carry out monitoring and evaluation on nutrition status	Percentage of under five years with underweight reduced
	Villages with Health facilities increased from 48 to 53 out of 98 villages by the year 2020/2021	Facilitate Construction , expansion and rehabilitation of dispensaries in various sites based on standard guidelines of Ministry of health and social welfare Rehabilitate existing	Number of health facilities constructed

Strategic Objective	Target	Strategies	Performance Indicator
C. Access, quality and equitable social service delivery improved		<p>health facilities to be able to provide additional services , having additional rooms to ensure privacy</p> <p>Provide new health facility with necessary skilled health providers</p> <p>Supply and Equip health facilities with essential drugs, equipment and medical supplies</p> <p>Construct and rehabilitate staff house in all health facilities.</p> <p>Sensitize community on construction of health facilities.</p>	
	TB/Leprosy cure rate increased from current 85% to 97% by 2020/2021	<p>Improve TB/Leprosy management information system to accommodate TB surveillance and gender disaggregating</p> <p>Improve scope and quality of DOTs</p> <p>Raise awareness among community members on TB disease</p> <p>Scale up screening of TB and HIV/AIDS co infected patients and coordination</p> <p>Strengthen referral system for management of</p>	Percentage of TB cure improved

Strategic Objective	Target	Strategies	Performance Indicator
C. Access, quality and equitable social service delivery improved		drug resistant Tuberculosis Carry out Monitoring and evaluation Provide drugs, reagents and supplies at district and health facility	
	Environmental health, sanitation and hygiene services strengthened in all levels at the District by 2020/2021	Build Capacity for environmental officers at district and ward level Strengthen community participation in hygiene and sanitation intervention Allocate fund for vehicle, for refuse collection and transportation equipment and construction of refuse base for dump site. Provide vehicle empties for liquid waste Conduct Environmental sanitation and hygiene competition Facilitate collection, transportation and disposal of refuse to dump Provide sanitary equipment Burial services. Promote Health education Ensure hazard waste management	Percentage of environmental health sanitation and hygiene services in the district strengthened

Strategic Objective	Target	Strategies	Performance Indicator
		<p>at Health facility</p> <p>Advocacy primary health care services and mobilize resource for the program</p> <p>Strengthen community participation in health activities.</p>	
C. Access, quality and equitable social service delivery improved	NTD prevalence rate reduced from 35% to 30% by 2020/2021	<p>Build Capacity to health care providers on Non communicable disease</p> <p>Sensitize community to involve in control of NTDs</p> <p>Distribute medical equipment and supplies to manage NTDs</p> <p>Prepare data and information and submit at all level.</p>	Percentage of community administered with NTD drugs
C. Access, quality and equitable social service delivery improved	16. Service provision and care of oral diseases increased from 65% to 75% by 2020/2021	<p>Allocate fund for dental equipment and supplies.</p> <p>Conduct dental outreach services.</p> <p>Build Capacity on proper management of cases and complication.</p> <p>Sensitize community through health education on change of life style (oral hygiene and diet)</p> <p>Provide health</p>	Number of oral disease treated

Strategic Objective	Target	Strategies	Performance Indicator
		education dental health program in the district	
	Access to Health and social welfare services improved from 38% to 45% by the year 2020/2021	Build Capacity on MVC and IECD to health and social welfare staff Sensitize Community on caring and protecting rights of MVCs conduct Follow up of IECD Ward TOT and CoRPS at community level Disseminate IECD tools at all levels Identify day care centers at all levels Conduct Monitoring and evaluation.	Number of Most vulnerable groups received improved health and social welfare services
	Community awareness on quality medicine, foods and cosmetics increased from 40% to 50% by 2020/2021	Ensure regular inspection of ADO shops, food premises and cosmetics shops	Improve access, quality and equitable social services delivery
G. Emergence preparedness and disaster management improved	Emergence preparedness and response managed at 3 Hospital, 5 Health center, 40 dispensaries at community levels by 2020/2021	Build Capacity on emergence preparedness at all levels of health service provision Identify prone areas to disaster Allocate fund for disaster management equipment, drugs and supplies Enforce implementation of disaster by laws	Number of emergency and disasters managed

4.5.9 Strategic Objectives 9

D. Quantity and quality of economic services and infrastructure improved

Result Area: Works

Strategic Objective	Target	Strategies	Performance Indicator
D. Quantity and quality of economic services and infrastructure improved	Bitumen standard road constructed at Makete Urban from 0Km of 2016/17 to 6Km by the year 2021	Prepare design Involve various stakeholders. Solicit funds from Central Government Supervise closely roadwork construction	Number of kilometer of bitumen roads constructed
	Periodic maintenance increased from 40. 50 Km in 2016/2017 to 300 Km by the year 2021	Allocate Funds in annual budget for periodic maintenance Involve various stakeholders in maintenance of roads. Supervise closely road maintenance works	Number of Kilometers maintained periodically
	Spot Improvement of gravel road increased from 58.6 Km in 2016/2017 to 100 Km by the year 2021.	Allocate Funds in Annual budget for spot improvement Involve various stakeholders in maintenance of roads. Supervise closely road maintenance works	Number of kilometers improved
	Routine maintenance of gravel roads increased from 201.1 Km in 2016/17 to 369 Km by the year 2025.	Allocate Funds in Annual budget for routine maintenance Involve various stakeholders in	Number of Kilometers maintained

Strategic Objective	Target	Strategies	Performance Indicator
		<p>maintenance of roads.</p> <p>Supervise closely road maintenance works</p>	
D. Quantity and quality of economic services and infrastructure improved	Concrete bridges/culverts constructed and maintained increased from 42 in 2016/17 to 69 by the year 2025	<p>Allocate Funds in Annual budget for bridge construction and maintenance</p> <p>Involve various stakeholders in maintenance of roads.</p> <p>Supervise closely bridge/culvert maintenance works</p>	Number of bridges constructed and maintained
	Technical support to building construction of community based projects in 22 wards and 97 villages by 2025	<p>Prepare design of community based building</p> <p>Create awareness of community participation in planning and construction of community based projects</p> <p>Participate in supervision of building construction at every stage</p>	Number of buildings supervised
	Conducive working environment to 21 Staff ensured by June 2025	<p>Provide working tools and equipments</p> <p>Prepare short term course and in service training</p>	Percentage of conduciveness

4.5.10 Strategic Objectives 10

A. Services improved and HIV/AIDS infections reduced

B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained

H. Management of natural resources and environment improved

Result Area: Environment and Solid Waste Management

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	Departmental meeting conducted on HIV/AIDS new infection reduction increased from 0%in 2016 to 20%by 2025	Conduct departmental meeting Creating staffs Awareness on HIV/AIDS	Number of departmental meeting conducted
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Ensuring departmental meetings conducted from 0%in 2016 to 100%by 2025	Creation of awareness on fighting corruption Building Capacity to staff officer on anti-corruption campaign	Number of meetings conducted
H. Management of natural resources and environment improved	Environmental awareness and management to community increased from 30%in 2016 to 80% by 2025	Create awareness to the community Allocate fund for environmental management Build Capacity to community	Percentage of awareness creation on environmental management.
	Environmental awareness and sanitation increased from 30%in 2016 to 80%by 2025	Allocate fund from own source for solid waste management infrastructures Create awareness to the community Provide working tools	Percentage of environmental sanitation and awareness created
	Reduction of climate change impacts through environmental greening from 0 IN 2016 Town to 5	Establish Tree nursery (Fruit ornamental, water friendly trees etc)	Number of Environmental greened Towns

Strategic Objective	Target	Strategies	Performance Indicator
	Towns by 2025	Adaptive measures to climate change Building Capacity on climate change and its adaptation strategies.	
H. Management of natural resources and environment improved	Water sources conserved increased from 123 in 2016 to 173 by June 2025	Allocate fund for water sources management Create awareness to the community	Number of water sources conserved

4.5.11 Strategic Objectives 11

D. Quantity and quality of economic services and infrastructure improved

Result Area: Beekeeping

Strategic Objective	Target	Strategies	Performance Indicator
D. Quantity and quality of economic services and infrastructure improved	Honey bees productivity and productions increased from 9780 kgs in 2016 to 15, 000Kgs by 2025.	Create awareness to the community. Allocate funds for beekeeping activities. Build Capacity to the community.	Number of honey Kilograms
	Honey packaging improved from 0% in 2016 to 50% by 2025.	Allocate funds for packaging materials Build Capacity.	Percentage of improved honey packaging.
	Beekeepers groups increased from 16 in 2016 to 50 groups by 2025	Create awareness to the community. 3. Build capacity to the community.	Number of beekeepers groups increased

4.5.12 Strategic Objectives 12

A. Services improved and HIV/AIDS infections reduced

B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained

E. Good governance and administrative services enhanced

Result Area: Procurement Management Unit (PMU)

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS awareness meetings to PMU conducted from 1 in 2016/2017 to 5 Meetings by 2021.	Allocate fund for conducting HIV/AIDS awareness meeting to PMU staffs.	Number of HIV/AIDS awareness meetings conducted to PMU staffs.
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Anti-Corruption awareness meeting conducted to PMU Staff from 1 in 2016/2017 to 5 Meetings by 2021.	Allocate fund for conducting Anti-Corruption sensitization meeting to PMU staffs.	Number of Anti-Corruption sensitization meeting conducted to PMU staffs.
E. Good governance and administrative services enhanced	Conducive working environment to six (6) PMU staffs enhanced by 2021.	Allocate three (3) office rooms for six (6) PMU staffs for efficiency and secrecy of the Procurement proceedings	

	Procurement efficiency and effectiveness increased from 67% in 2016/2017 to 80% by 2021.	Allocate adequate fund for PMU operations and acquiring of PMU working Equipments and Tools. Conduct training to five (5) Tender Board Members, Eight (8) PMU staffs, 13 HOD's and HOS's and 31 Councilors on PPA, 2011 and Regulations GN. No. 446 of 2013 and GN. No. 330 of 2014.	Percentage of efficiency and effectiveness registered
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4.5.13 Strategic Objectives 13

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

Result Area: Planning Statistics and Monitoring

Strategic Objective	Target	Strategies	Performance Indicator
E. Good governance and administrative services enhanced	Monitoring and Evaluation of all development projects/activities implementation executed by 2025	Allocate fund for Monitoring and Evaluation Prepare Monitoring and Evaluation Plan	Number of Projects/Activities Monitored and Evaluated.
	Training on Community Participatory planning to 23 Wards conducted by 2025	Allocate fund for training Prepare facilitators for training	Number of wards and Village leaders and staffs trained
	Increased sense of project ownership to all Community members in all Villages for	Participate/involve Community members in all process of planning,	Number of Villages whose communities practices Project Ownership

Strategic Objective	Target	Strategies	Performance Indicator
	sustainable projects interventions by 2025	Implementation, Monitoring and Evaluation	
	Database Management System Established by 2025	Allocate Fund for DMS installment	Status of Database Management System
	Council annual plans and budget prepared through O&OD Method in 93 villages and at Iwawa Township Authority by 2016.	Allocate fund for O&OD exercise Conduct Community Participatory Planning by using O&OD techniques Incorporate Village plans into District Plans	Number of activities from Village level incorporated in the district plan (MTEF)
	Successful completion of project implementation in the council increased from the current 80% in 2016 to 100% by 2025.	Allocated fund for project implementation 1.2: employ close monitoring during implementation	Percentage of projects completed
E. Good governance and administrative services enhanced	Validated data through registration, Survey and Census for Planning and other uses accessed by 2025	prepare tools for data collection Allocate fund for data collection	Status of available data
E. Good governance and administrative services enhanced	Training to all Staffs of Statistics section on quality and precise data collection conducted by 2025	Allocate fund for training	No of staff trained
	Relationship with Available Development Partners (UNICEF & Others) Strengthened by adhering	Strengthen correspondence Provide performance reports timely adhere to underlined agreement	No of Development partners work with the Council

Strategic Objective	Target	Strategies	Performance Indicator
	Five Business plans for various Council's investments Prepare by 2025	Prepare materials for business plan writing Consult competent consultants	Number of Business plans prepared
	Ten project write up for socioeconomic activities prepare by 2025	Allocate fund for project write up Prepare Project write up experts	Number of Project write-ups prepared
	District Council Development Plans for the interval of five Years prepared by 2025	Prepare experts for development plan preparation Allocate fund for preparation of five years Plan	Number of developments plans prepared
	Annually SP Reviewed by 2025	Allocate fund for SP review	No of documents reviewed
	Conducive working environment to all Planning Staff created by 2025	Allocate fund for office running expenses	No Staff with conducive working environment
A. Services improved and HIV/AIDS infections reduced	1 Annual budget for facilitating staffs in planning Office living with HIV prepared by 2025	allocate fund to support staffs living with HIV	Amount of fund allocated
	Training to planning sector staffs on precaution against HIV new cases enhanced by 2025	Schedule time for training Allocate fund for training	Number of Planning staffs trained
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Awareness creation to staffs of Planning Sector on anticorruption strategy conducted by 2025	Allocate fund for training Prepare training Materials	Number of Staffs aware of National Anti-corruption strategy

4.5.14 Strategic Objectives 14

A. Services improved and HIV/AIDS infections reduced

B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained

E. Good governance and administrative services enhanced

Result Area: Finance and Trade

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS awareness meeting to Finance and Trade Staff conducted from 0 meetings in 2016 to 5 meetings by 2020/2021.	Allocate funds for conducting HIV/AIDS awareness meetings to Finance and Trade staffs	Number of HIV/AIDS awareness meetings conducted
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Anti Corruption awareness meetings conducted to Finance and Trade Department staffs from 1 meeting in 2016 to 10 meetings in 2020/2021	Allocate funds for conducting Anti Corruption awareness meetings Provide brochures on Anti-Corruption Strategies	Number of staff with awareness on Anti-Corruption strategies
E. Good governance and administrative services enhanced	Council own source of revenue raised from 80% per annum in 2014/2015 to 100% by the year 2020/2021.	Provide Revenue collection facilities Educate community on the importance of paying levies Conduct effective revenue collection supervision	Percentage of own source of revenue collected
E. Good governance and administrative services enhanced	Council revenue sources increased from 38 in 2016 to 42 by the year 2020/2021.	Review existing revenue sources by conducting research on different sources of revenue from nearby Councils	Number of Council's Revenue sources established
	Prepared Monthly, Quarterly and Annual Financial Reports and submitted to respective areas by 2020/2021.	Allocate fund for Monthly Financial Reports Prepare and submit to Council Statutory Meetings, Regional Level and Ministry Level	Number of financial Reports prepared
		Assign special staff for Quarterly	

Strategic Objective	Target	Strategies	Performance Indicator
		Financial Reports Preparation	
		Prepare quality Annual Financial Report and submit to respective areas.	
		Train 25 staff on International Public Standards in Accounting	
		Train all Village Executive Officers, 101 Primary School Teachers, 19 Secondary Teachers and 45 Health Workers on financial regulations and financial report preparation.	
	Payments processing time reduced from 6 hours in 2016 to 1 hour by 2021	Allocate funds for connecting the Council Integrated Financial Management System (EPCOR 0.9) to TTCL Fiber Optic Cable	Number of payments processed timely
E. Good governance and administrative services enhanced	Improve status Wards Markets by making maintenance of existing ward markets and increase number of ward markets from 11 in 2016 to 23 by the year 2020/2021.	Allocate funds for Building new wards markets Allocate funds for renovating existing markets	Number of ward markets.

4.5.15 Strategic Objectives 15

A. Services improved and HIV/AIDS infections reduced

B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained

E. Good governance and administrative services enhanced

Result Area: Internal Audit

Strategic Objective	Target	Strategies	Performance Indicator
E. Good governance and administrative services enhanced	Financial regulations adhered to all 13 departments and 6 sections of the council by 2025	<p>Train the council staff on how to comply with the set regulations</p> <p>Carry out audit review on proper utilization of funds and other resources in LLGA, Health centers, Primary and secondary schools by June 2015/16</p> <p>Carry out compliance audit</p> <p>Generate quarterly internal audit report</p>	Audit opinion acquired by the council
	Five clean audit report acquired by 2025	<p>Make follow Up on external audit queries and recommendations</p> <p>Carry out independent auditing on all departments and sections</p> <p>Carry out risk management to identify the most risk areas</p> <p>Recommend effective internal control system to all departments and sections</p>	Number of clean Audit reports acquired by the council by 2020/2021
	Aspects of value for	Carry out value for	Quality of improved

Strategic Objective	Target	Strategies	Performance Indicator
	money to all HOD'S and HOS'S improved by 2020	money audit Audit projects implemented in the council Monitor and evaluate project implementation	aspects of value for money i.e economy, efficiency and effective in performance.
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS awareness meeting conducted to internal audit staff	Train staff on HIV/AIDS its transmission, symptoms and prevention Allocate fund for the HIV/AIDS awareness meeting.	Number of HIV/AIDS awareness meeting held
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Anti-corruption awareness meeting conducted to internal audit staff.	Allocate fund for Anti-corruption awareness meeting. Educate internal audit staff on National Anti-corruption strategy	Number of Anti-corruption awareness meeting held

4.5.16 Strategic Objectives 16

E. Good governance and administrative services enhanced

Result Area: Legal

Strategic Objective	Target	Strategies	Performance Indicator
E. Good Governance and Administrative Services Enhanced	Civic Education provided to the communities of all 98 villages by 2025.	Conduct advocacy meetings in all 98 villages. Conduct awareness seminars to the villages and hamlets leaders from all 98 villages and 444 hamlets. Conduct sensitization periodic meetings with Political	Percentage of villages provided with civic education

Strategic Objective	Target	Strategies	Performance Indicator
		leaders from district level up to village levels. Using communication media (Kitulo Fm and Green Fm) to inform, educate and sensitize the communities.	
	Elections done timely at all levels: District, Wards, Villages and Hamlets having political leaders' vacancies by 2025.	Allocate funds for conducting elections at the respective levels. Organize and conduct Timely election to fill any vacancy as per the laid down regulations and directives.	Percentage of Political post filled timely

4.5.17 Strategic Objectives 17

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

Result Area: Election

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	Awareness creation on Stigma, denial, gender based violence and cultural norms in relation to HIV and AIDS increased from 1 staff to 92staff by 2021	Allocate fund Build capacity to the council staffs to combat on stigma, denial, gender based violence and cultural norms in relation to HIV and AIDS.	Number of staff with awareness on HIV and AIDS enhanced
B. Effective implementation of the National Anti-corruption Strategy	Awareness creation to unit staff on National Anti- corruption strategy enhanced by 2021.	Allocate fund Involve all stake holder on combating	Number of staff with awareness on National Anti-corruption strategy enhanced

Strategic Objective	Target	Strategies	Performance Indicator
Enhanced and Sustained		corruption	
E. Good governance and administrative services enhanced	Qualified staff in the unit increased from 0 in 2015/2016 to 2 by the year 2021	Allocate fund Strengthen the recruitment Process in adhering to Existing procedures.	Number of qualified staff in the unit recruited
	Conducive working environment to staff ensured by the year 2021	Allocate fund Train employees on laws an regulation of the country Provide working tools and Incentives.	Conducive working environment enhanced
	Composed By Laws at 93 Villages as per requirements by 2021	Allocate Fund for facilitation cost Prepare Village meetings for By Laws preparation	Number of By Laws Composed
	5. Amended By Laws in all Sectors as per requirement by 2021	Allocate fund for By Laws amendment	Number of Council's By Laws amended

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- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- F. Social welfare, gender and community empowerment improved

Result Area: Community Development, Social welfare and Youth

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	Increased the number of adolescents and young people Utilizing youth friendly HIV prevention and sexual and reproductive health services from 2300 to 15,000 by 2021	Empower academic and non-academic staff in primary, secondary schools, vocational training and colleges to design and deliver HIV prevention,	Number of women and youth supported with loans

Strategic Objective	Target	Strategies	Performance Indicator
<p>A. Services improved and HIV/AIDS infections reduced</p>		<p>SRH, and life skills education Build capacity among parents and guardians to communicate with their children about sexuality and reproductive health issues Support health facilities to establish safe sections and build capacity of health care workers, Empower out of school youth to develop their own project and interventions (clubs, theatre groups, competition groups) Facilitate primary and secondary schools to establish HIV and health clubs. Promote and expand programs against drug and substance Engage youth development officers, CDOs and NGOs to establish and implement HIV prevention, IGA and skills interventions for out of school youth. Develop and disseminate appropriate IEC materials on life</p>	

Strategic Objective	Target	Strategies	Performance Indicator
		skills and SRH services	
A. Services improved and HIV/AIDS infections reduced	Increased the number of male and female adults, including key populations received HIV prevention services from 14,102 in 2014 to 40,000 by 2021	<p>Promote awareness and sensitize communities on HIV/AIDS through production and distribution of IEC materials in and education campaigns using cinema van, Design and disseminate targeted messages by using local media outlets (community radio), leaflets as well as theatre and drama performance, Engage community, particularly men, in behavior change communication for risky behavior, Empower community, civil, religious and cultural leaders to undertake STI/RTI and HIV education, counseling, and education programs that address risky behaviors and practices in their communities</p> <p>Ensure availability of community based services and structures to address gender based violence (GBV) and VAC .</p> <p>Scale-up HIV prevention information and services in both public and private sectors</p>	Number of male and female receive HIV and AIDs prevention services

Strategic Objective	Target	Strategies	Performance Indicator
		(as well as informal economy) Scale-up condom promotion and distribution interventions at community Design and implement targeted HIV prevention interventions for specific key population groups	
A. Services improved and HIV/AIDS infections reduced	Increased knowledge and awareness on Stigma, denial and discrimination reduction among health care workers, community members, employees, PLHIV and key populations from 80 villages to 98 villages by 2021	Facilitate communities to formulate and implement by-laws that prohibits HIV related stigma and discrimination Empower communities to address harmful gender and socio-cultural norms, stigma and discrimination Empower religious leaders and community leaders to address harmful gender norms contribute to HIV infection Facilitate community cultural groups to develop message addressing stigma and discrimination	No of village with knowledge on stigma, denial and discrimination
	Improved care and support to Orphans and Most Vulnerable Children from 51 Village to 98 villages by 2021	Facilitate MMC committees, with monitoring tools, their roles and responsibilities Support guardians on their roles and responsibilities	Number of MMC supported

Strategic Objective	Target	Strategies	Performance Indicator
		<p>Strengthen resources mobilization MVC Empower MVCC to identify MVC needs Empower MVC committees with psychosocial knowledge Allocate fund from own source</p>	
<p>A. Services improved and HIV/AIDS infections reduced</p>	<p>60% PLHIV and AIDS affected families accessed entrepreneurship and livelihood development services to improve their economic and social status by 2021</p>	<p>Promote and support entrepreneurship education, livelihoods, saving and financial literacy, income generation of PLHIV Council to allocate fund from own source for PLHIV and care-takers on entrepreneurship skills Empower PLHIV on psychosocial education Facilitate establishment of PLHIV groups</p>	<p>Percentage of PLHIV and affected families equipped with entrepreneurship skills</p>
	<p>Strengthened coordination, Monitoring and evaluation of HIV and AIDS interventions by 2021</p>	<p>Set up and maintain appropriate storage facilities to ensure data are protected but accessible Strengthen coordination and reporting mechanism at village, ward and District level Ensure acceleration of the local response by promoting the use of TOMSHA for monitoring system Facilitate government and other institutions to establish HIV and AIDS committee at</p>	<p>No of monitoring and evaluation visits conducted</p>

Strategic Objective	Target	Strategies	Performance Indicator
		<p>work place Strengthen WMAC s and VMACs 6.6 allocate fund for operation of WMAC and VMAC Strengthen coordination and networking of CSOs, NGOs and FBOs Facilitate stakeholders meetings</p>	
	Annual budget for facilitating staffs in the community development Office living with HIV prepared by 2021	Allocate fund to support staffs living with HIV	Amount of fund allocated for a particular year
	Training to community development staffs on precaution against HIV new cases enhanced by 2021	Schedule time for training Allocate fund for training	Number of community development staffs trained
B: Enhanced, Sustainable And Effective Implementation of The National Anti-Corruption Strategy	Increased Knowledge on combating corruption to 40 community development staff by 2021	Allocate fund for training Schedule time for training Involve PCCB officers in training	Number of community development staffs trained.
F. Social welfare, gender and community empowerment improved	Increased number of women and youth groups supported with loans from 35 groups in 2015/16 to 170 groups by 2021	Allocate sufficient fund for women and youth Development fund. Train the existing women and youth groups on entrepreneurship skills Monitor women and youth groups before and after they	Number of women and youth groups supported with loans

Strategic Objective	Target	Strategies	Performance Indicator
		receive loans	
	2. Women and youth groups capacitated with entrepreneurship skills from 20 groups in 2016/17 to 100 groups by 2021	Facilitate women and youth groups on entrepreneurship skills Provide loans to women and youth groups Strengthen monitoring and supervision of women and youth groups	Number of women and youth groups capacitated with entrepreneurship skills
F. Social welfare, gender and community empowerment improved	Monitoring and supervision systems for women and youth groups strengthened from 20 groups to 100 groups by 2021	Allocate fund for monitoring and supervision through own source Prepare checklist for women and youth groups	Number of women and youth groups monitored
	Awareness creation on gender issues among the community increased from 51 villages in 2015/16 to 98 villages by 2021	Empower community to address harmful social norms that contributes to gender inequality Allocate fund from own source to address gender issues Involve other stakeholders Mobilize resources from donors	Number of villages empowered with knowledge on gender issues
	Conducive working environment to 40 Community Development, Social	Provide working tools and incentives Prepare short course and in	Number of staffs facilitated with working tools and incentives

Strategic Objective	Target	Strategies	Performance Indicator
	Welfare and Youth Staffs ensured by 2021	service training	
	Data management system for vulnerable groups (MVC, PWD's, Elders, widows and widowers) improved from 0 villages in 2015/16 to 98 villages by 2021.	Allocate fund for strengthening data management system of the department Empower community leaders for identification of vulnerable groups Strengthen data management system Involve other stakeholders	Availability of reliable data for various groups
F. Social welfare, gender and community empowerment improved	Increased knowledge and awareness on Child protection issues from 51 villages in 2015/16 to 98 villages by 2021.	Allocate fund from own source for child protection Interventions Strengthen CPT's at village, ward and District levels Sensitize community on roles and responsibilities Empower children on protection issues Empower community leaders on child protection issues through child Act, policy and convections Involve other stakeholders Strengthen Junior Councils Mobilize fund for child protection from donors	Number of villages with knowledge on child protection issues

Strategic Objective	Target	Strategies	Performance Indicator
	Increased care and support to Vulnerable groups (MVC, PWD's, elders, widows and widowers) from 50 In 2015/16 to 98 villages by 2021.	Allocate fund from own source for empowering of vulnerable groups Empower community leaders to mobilize community on contributing for vulnerable groups Train vulnerable groups on Income generating activities Strengthen Vulnerable groups systems	Number of vulnerable groups receiving care and support
F. Social welfare, gender and community empowerment improved	Strengthened district and community structures to prevent VANE (Violence, Abuse, Neglect & Exploitation) in 23 Wards by 2021.	Allocate funds from own source for conducting sensitization meetings to every ward Empower victims of VANE to report cases in the appropriate Authorities. Empower WCPTs, Head of schools, guidance and counseling teachers, medical doctors and other structures on how to identify and assist victims of VANE	Number of wards with functioning structures to prevent the occurrence of VANE cases
	Increased number of Children Councils from 3 in 2015/16 to 23 by 2021.	Allocate fund for children Council establishment. Improve the status of children Council Train all Stakeholders on Children Councils	Number of children Councils established

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I. Information and communication Technology improved

Result Area: Information and Communication Technology

Strategic Objective	Target	Strategies	Performance Indicator
I. Information and communication Technology improved	Internet services established from 0% 2016 to 100% in District Council Offices by the year 2025.	Conduct advocacy meetings in all Council management team Conduct awareness meeting to all Council Departments and its sub sections members Establishing local area network connection to District Council offices Establish council website	Percentage of offices accessed with internet service
I. Information and communication Technology improved	All minor maintenance and repair of ICT equipments done by ICT officers by the year 2025.	Allocate funds for purchasing office equipments, software. Conduct in and out training to ICT officers Establish ICT specified office	Number of maintained and repaired ICT equipments and facilities
	ICT awareness of District Council workers enhanced from 25% in 2016 to 90% in 2025	Conduct awareness meeting to all Council Departments and its sub sections members.	Percentage of persons aware with ICT
	All District Council computer systems maintained by 100% in the year 2025	Allocate funds for antivirus, servers and other software Conduct awareness	Percentage of maintained computer systems

Strategic Objective	Target	Strategies	Performance Indicator
		training to all Council Departments and its sub sections members. Hire computer systems analyst for in training to ICT officers	

CHAPTER FIVE

IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORKS AND ASSUMPTIONS

5.1 Implementation

The District Executive Director (DED), who is the Chief Executive Officer of the Council shall be responsible and accountable for the implementation of the Makete District Council's (2016/2017 – 2020/2021) Strategic Plan. DED will be an overseer for the strategic plan implementation, monitoring and evaluation process. The DED with the support of the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

For the successful coordination of all services areas, the Planning Statistics and Monitoring Department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic plan. Thus, the respective Departments and Units/Sections shall be responsible for the day to day operationalisation of the Strategic Plan activities with a helping hand from the key stakeholders from within and outside the District.

5.2 Monitoring

Monitoring will provide essential feedback mechanisms within the adaptive management framework to keep the strategic plan dynamic and responsive to changing conditions. Monitoring shall provide the public and partners with information on the progress and results of the strategic plan implementation. Monitoring of the Makete District Council's strategic plan will include both simple observation of the results of plan activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan.

Therefore, monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

- Determine whether implementation is focused on the fulfillment of the vision and mission of the District Council
- Facilitate review of the implementation process

- Facilitate feedback to management which is necessary for decision making
- Ensure that strategic objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- Ensure that the activities are carried out as planned, and that any deviations are corrected promptly
- Ensure that financial discipline as a cornerstone for proper and prudent use of resources is sustained.

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Makete District Council Community including the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 30 shall guide the format of the progress reports.

Table 31: Example of quarterly progress report

S/No.	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remedial action

A part from reporting at the various Council committees, there shall be one internal review meeting which will be conducted annually, bringing together the representative of all internal stakeholders to review the strategic plan implementation process. Once in two years, these meetings will also involve external stakeholders. These meetings together with the discussions in various committees will provide opportunities to enhance awareness and ownership of the strategic plan.

5.3 Evaluation

In order to assess the plan performance, there shall be annual plan evaluation exercises for the entire plan period. Match activity funding with plan implementation, evaluation and review it is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are interim evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type of evaluation to be carried at the end of the planned period using external evaluators with the assistance from internal evaluators. These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities.

Specifically, the evaluation of the Makete District Council Strategic Plan (2016/2017 - 2020/2021) shall largely aim at:

- (i) Establishing whether the Council is mobilizing adequate resources and the use of such scarce resources is justifiable.
- (ii) Assessing the reasons given with regards to success or failure in achieving implementation targets

- (iii) Understanding whether the Plan implementation is achieving desired impact in fulfilling the Makete District Council vision and mission

During evaluation, performance indicators or evidence that shows the extent of the strategic plan implementation progress will be developed. These will be a base to determine success or failure of the plan. Moreover, these will help in collecting useful data and in search for required evaluation tools and information sources. Performance indicators as a unit of success will be both quantitative (Number of people served with a particular service and number of services delivered) and qualitative (such as positive or negative feedback, problems, complaints, and comments).

5.4 Review

Plan review is important in order to remain focused in realizing the Makete District Council core missions, strategic objectives, targets and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, plan reviews are meant to be responsive to the shortcomings in the course of plan implementation. There shall be minor plan reviews annually, medium plan reviews after one and half years and a major Plan review after five years.

5.5 Assumptions

For the Strategic objectives of this 2016/2017-2020/2021 strategic plan to be achieved, the following are the major assumptions which need close monitoring and timely responded by Makete District Council management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Makete District Council in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.
- Timely disbursement of fund from Central government
- Continued provision of technical support, policies, guidelines and financial support from respective ministries
- Continues stability and improved economic growth of the country
- Continued good leadership at the District council level